

**Illinois Criminal Justice Information  
Authority Needs Assessment Survey**

**Final Report**

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# Executive Summary

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The Illinois Criminal Justice Information Authority (ICJIA) undertook a survey of the needs of criminal justice service partners across the State of Illinois in the Fall of 2005. The survey focused on factors impacting the needs of criminal justice agencies, including perceptions about the issues that placed demands on their work, training, information sources, and improvements for more effectively maintaining and increasing public safety. The 2005 survey followed a similar exercise conducted in 1996, while expanding the number of criminal justice agencies that participated. Eight criminal justice groups were included in this survey:

- Court Clerks
- Detention Center Administrators
- Judges
- Police Chiefs
- Probation
- Public Defenders
- State's Attorneys
- Victim Service Providers

While each arm of the system has a unique contribution, there is a continual demand for interplay and cooperation to achieve the ends of justice and public safety. Against this background of inter-related components that must function together smoothly, there are also constant changes in how the different jurisdictions interpret their respective objectives, roles and obligations. Understandably, the realm of policy development, service planning and setting of research priorities is no less complex than the criminal justice system itself. As in any public sector system, resources must be allocated on the basis of how initiatives can best contribute to achieving the goals of the system – in the current case, justice and public safety. Within this context, there is a need to carefully gather and interpret objective information so that policy development and the design of services can be both effective and efficient. It is against this backdrop that the ICJIA commissioned the current survey of criminal justice agencies.

The 2005 needs survey employed mail-in/fax, e-mail and internet-based questionnaires as vehicles for responding to the survey. A number of procedures were developed to ensure

the confidentiality of respondents, in the distribution, collection and reporting of completed surveys. After multiple strategies were employed to encourage participation in the survey, the response rates varied significantly (from 25% to 65%) across the eight groups of professional staff that participated in the survey.

## Court Clerks

The survey questionnaire for court clerks solicited information across five broad areas Background, Workload, Staffing, Operations & Procedures, and Research & Evaluation. Of 102 court clerks surveyed, 51 responded (50%). Court Clerks reported an average operating budget of \$878,729 with a range of \$50,000 to \$8 million. Only 22% reported specialized court operations (e.g., drug, mental health, domestic violence courts).

With respect to factors impacting on Court Clerk workloads, the types of cases most frequently rated as major contributors were criminal cases (98%), traffic cases (98%), small claims cases (69%) and civil cases (67%). Domestic cases (4%), and child protection cases (13%) were the least likely to be rated as major workload contributors. Court procedures rated as major contributors to workload included fee/fines/restitution collection (92%), recording/filing (90%) and court calendar/docket (80%). Least commonly rated as major contributors to workload were procedures such as child support collection (31%), record searches/requests (35%), and warrant production (38%).

On the subject of illicit drug use, most Court Clerk respondents rated more severe punishments (85%) and more arrests/prosecutions (81%) as the types of actions that would most likely reduce illicit drug use. The same two factors were most frequently rated as actions that would also reduce violence (87% and 81% respectively). Better employment opportunities was also a strong response (81%) as well as better educational opportunities to reduce drug use (62%) and to reduce violence (65%).

When asked about problems that affected the work of Court Clerks, Illicit drug dealing (70%), illicit drug use/alcohol use (68%) and juvenile crime (63%) were the problems most commonly rated as getting worse. A minority of respondents rated the problems of elder abuse (9%), school violence (7%), juvenile crime (6%) and domestic violence (6%) as improving.

With regard to staffing issues, only 13% of Court Clerks believed there was a major need to increase the number of court administrative staff. Salaries (56%) and budget reductions (41%) were identified by 40% or more of respondents as major contributors to staff retention problems. One-third of the Court Clerk respondents rated workload (33%) lack of promotional activities (27%) and burnout (23%) as major contributors to staff retention problems. Less than 5% respondents rated the election process (4%) and

personal safety (2%) as major contributors to loss of staff. Regarding training, about 20% felt there was need for improvement in language translation training and about 16% identified disposition reporting. There were no strong indicators of training areas needing development.

The survey indicated that only 35% of respondents identified areas of improvement related to court management. Slightly more than one-quarter rated fee/fines/restitution collection as the dominant need area that could be improved on the court management side. Only 6% believed there was a need for improvement in child support collection procedures. Only half of the Court Clerks group indicated the need for improvements in management information systems, and there were no major areas that stood out in the results. For example, 19% felt the need for improved automation in the fine/fee administration, but all of the other information technology areas were rated as needing improvement by 10% or fewer respondents.

Finally, there was a high degree of liaison reported with state/multi-jurisdictional criminal justice agencies. Not surprisingly, there were regular working partnerships with the Administrative Office of the Illinois Courts (100%), Illinois State Police (98%), Illinois Secretary of State (98%), Illinois Department of Children and Family Services (90%) and Illinois Department of Corrections (85%). While all respondents indicated they frequently worked with Local Law Enforcement, Local Probation and Local State's Attorney, only about one third reported frequent work with Local School Districts (32%) and Local Hospitals and Healthcare Providers (35%).

## Detention Center Administrators

The questionnaire for detention center administrators gathered information across five broad areas – Background, Juvenile Detention Center and Population, Staffing, Operations & Procedures, and Research & Evaluation. Of 17 detention center administrators surveyed, 11 responded (65%). With an average annual budget of \$2.4 million (ranging from \$1.2 to \$4.3 million), detention centers reported an average daily population of 34.5 and an annual average of 565.1 admissions. With a range of 22 to 66 employees, detention centers reported an average of 42.1 FTEs for their facilities.

More than 9 out of 10 detention center respondents indicated that their capacity rates were less than 100%. Overall, 71% of the populations housed by these facilities were pre-adjudicatory. Less than 20% of the population was female (18%). With respect to the major contributors to the detention populations, 55% reported violent crimes, 36% reported property offenses, and 36% perceived probation violations as a major pressure on the population.

Only one-third of respondents believed there was a need for improvement in alternatives to detention. About 1 out of 5 respondents believed that restorative justice and community or residential treatment alternatives to detention needed improvement. However, nearly two-thirds (64%) indicated that day reporting centers needed to be developed as alternatives. With respect to reductions in illicit drug use, better employment, increased offender monitoring, more drug treatment, more youth prevention programs, and more educational opportunities were mentioned as important strategies by 80 to 90% of respondents. Better education opportunities were identified by all respondents as an important strategy for reducing violence, while about 80% mentioned employment opportunities and increased monitoring.

When asked about problems that affected detention centers, domestic violence (64%), school violence (45%), illegal use of firearms (36%), and illicit drug use/alcohol use (36%) were the problems most commonly rated as getting worse. A minority of respondents rated the problems of gangs (18%), juvenile crime (18%), and violence in general (9%) as improving.

With respect to staffing, 40% of detention center administrators indicated that a major increase in the number of detention officers was needed and 30% indicated that more mental health professionals were needed. Substance abuse counselors and program personnel were viewed as staffing areas that needed development by about 20% of respondents. Shift work requirements (73%) and budget reductions (45%) were the two most commonly identified as major contributors to problems related to retaining staff. On the subject of training, only two areas, preventing inmate disturbances/conflicts and supervisory training, were identified as areas needing improvement by a significant number (36%). On the other hand, language translation (55%), program evaluation (45%), special needs prisoners (40%), restorative justice (36%), and handling mentally disordered and sex offenders (36%) were mentioned as priority areas for training development.

With regard to detention center operations, nearly two-thirds believed that none of the facility design areas needed improvement, while meeting rooms for lawyers or family members (50%), program space (25%), and recreational/open areas (25%) were the areas most commonly identified as needing major improvement. Exactly half of respondents felt that none of the security factors were in need of major improvement. Audio or visual electronic surveillance (37%) was the only factor identified by more than one-third of administrators as needing major improvement. Special space for mentally disordered detainees and 24-hour medical coverage was mentioned as an area that needed improvement by 25% of respondents. Dental treatment services (37%) was the area identified as most in need of development. On the subject of programs, only 14% of respondents identified categories of programs that needed improvement. However, 57% indicated that sex offender programming needed to be developed, as well as parenting

skills (44%). Pre-release services (57%) and substance abuse treatment were (33%) were two contracted service areas that were identified as needing development.

Most respondents reported working on a regular basis with state/multi-jurisdictional criminal justice agencies – the Administrative Office of the Illinois Courts (100%), Illinois Department of Corrections (100%) and Illinois Department of Children and Family Services (86%). More than 85% of detention center administrators surveyed indicated they frequently worked with the local agencies.

## Judges

The survey questionnaire for judges collected information across five broad areas – Background, Workload, Staffing, Operations & Procedures, and Research & Evaluation. Of 20 judges surveyed, 5 responded (25%). The reporting of results for the judges survey requires a number of special considerations because of the low response rate that was obtained (25%). The confidentiality and anonymity rules that were established for reporting purposes do not allow the reporting of specific item-level data when the sub-sample size is less than 5. In order to summarize the results of the survey for this group, we report trends rather than numerical values for the questionnaire responses.

With regard to workload, child abuse, domestic violence, driving while intoxicated and drug possession were among the offense types that judges identified as contributors to their workloads. Drug treatment programming, youth prevention programs, increased offender monitoring and employment opportunities were mentioned as favorable strategies for reducing illicit drug use and violent offending. Most areas of offending were considered to be getting worse, with the exception of domestic violence, juvenile crime and violence against women, where improvements were identified by some respondents.

Public offenders and translators were identified by judges as staffing areas that could be augmented. Burnout and job satisfaction were indicated as the top areas related to retention problems for judges in Illinois. With respect to training, management skills for administrators were mentioned as an area that required improvement.

It does not appear that judges from this sample viewed trial procedures (from the available list) as requiring development. Only one court management area was identified as needing 'major improvement' – fine collection procedures. A list of Jury Management Issues were examined by the survey to determine whether judges felt improvements were needed in this area. Overall, it does not appear that respondents perceived such issues as needing major improvement. A similar finding applied to the indices of Court Resources.

A federal agency with which judges reported having worked frequently was the U.S. Attorney's Office. There were a larger number of state/multi-jurisdictional criminal justice agencies with whom judges frequently worked, including Administrative Office of the Illinois Courts (AOIC), Illinois Department of Health & Human Services, Illinois Juvenile Justice Commission, Illinois Law Enforcement Training and Standards Board, Illinois Secretary of State, Illinois State Police, Illinois Violence Prevention Authority, and the Multi-jurisdictional drug enforcement unit (e.g., Metropolitan Enforcement Group or Task Force). Judges reported frequent collaboration with all of the 'other agencies' listed in the survey, including local school district, local law enforcement, local state's attorney, local social service agencies, local treatment service providers, local hospitals & healthcare providers, local probation, and other victim service providers (domestic violence, rape crisis and child advocacy centers).

## Police Chiefs

The survey questionnaire for police chiefs furnished information in five key areas – Background, Workload, Staffing, Operations & Procedures, and Research & Evaluation. Of 940 police chiefs surveyed, 330 responded (35%). Across the reporting police departments, budgets ranged from \$6,000 to \$120 million with an average of 31.9 fulltime and 3.3 part-time officers. The respondents reported from communities that ranged from 249 to 3 million population. Only one in ten respondents indicated their departments had Crime Analysis Units and a similar number had victim/witness assistance staff.

Theft (61%), domestic violence cases (54%) and juvenile cases (52%) were reported as the offenses that most contributed to work load, while carjacking (1%), organized crime (1%), elder abuse (2%) and homicide (2%) were not viewed as major contributors to the workload. There was a perception that drug crimes, particularly in rural areas (e.g., meth) is on the rise as a growing challenge for police departments.

With respect to enforcement, about one-third identified the need for major improvements in the enforcement approaches used. In particular, 24% believed that computerized intelligence information was needed as well as multi-jurisdictional drug units (22%). Increased offender monitoring, youth prevention programs, more severe punishments and more arrests/prosecutions were endorsed by about 80% of respondents as important methods for reducing illicit drug use. Prevention methods, such as drug treatment and education were endorsed as effective by about two-thirds of respondents. The law enforcement techniques mentioned above were also reported as important for reducing violent crime by approximately 80% of respondents. Identity theft (78%), illicit drug/alcohol use (58%) and illicit drug dealing (51%) were the problems viewed as

getting worse by police chiefs. Only a minority of offenses showed any signs of improvement: school violence (15%), elder abuse (13%) and gangs (13%).

About 58% of respondents indicated that increases in the number of staff would be helpful in a number of areas: patrol officers (35%), bi-lingual officers (23%), community police/service officers (15%) and crime lab staff (14%). With respect to retention, the police chiefs reported that salaries (41%) and competition from other police agencies (41%) were the two most common factors contributing to retention problems. Personal safety concerns and work requirements were seen as major factors by only a small minority (under 5%). On the subject of training needs, major improvements were indicated in some areas by a small proportion of police chiefs, including identity theft (33%), language translation (23%) and report writing (22%). Overall, 63% of respondents felt there was no need for training development across a number of identified areas.

The data on perceptions about field operations indicated that improvements were needed in strategies to reduce juvenile crime, meth labs and manufacturing, domestic violence, and drug problems were mentioned by about one-fifth of police chiefs. With respect to investigative activities, the chiefs indicated needs for improvements for identify theft (27%), preliminary investigations by patrol (21%), computer aids to investigation (18%), DNA (18%), crime analysis (17%) and informant development (17%). Crime analysis/mapping (20%), automated Fingerprint Information System (AFIS) (19%) and computer systems to support investigations (13%) were the investigative activities most frequently rated as needing to be developed. On the subject of management information systems, LIVESCAN (23%), repeat call analysis system (21%), and crime analysis/mapping systems (21%) were three areas that were perceived as needing improvement.

Some police chiefs indicated their departments worked regularly with federal agencies – Federal Bureau of Investigation (32%) and drug enforcement administration (21%). The police departments also acknowledged working with state/multi-jurisdictional criminal justice Agencies, including the Illinois Law Enforcement Training and Standards Board (82%), Illinois State Police (79%) and Illinois Department of Children and Family Services (77%). More than two-thirds of police chiefs surveyed indicated they frequently worked with various local agencies listed in the survey, with the exception of local treatment service providers (only 50%).

## Probation

The survey questionnaire for probation collected information across five broad areas – Background, Workload, Staffing, Operations & Procedures, and Research & Evaluation. Of 117 probation services staff surveyed, 61 responded (52%). Background data showed the average annual operating budget for the current fiscal year was close to \$2.6 million and

the average number of probationers under supervision was 1,276. The average number of pre-trial cases under supervision was 165 while the average number of probation officers was 26.

The workload section of the survey showed activities most frequently rated as major workload contributors were day reporting (56%), sex offender supervision (47%) and intensive supervision (30%). The most frequently mentioned probation services that are major contributors to workload were probation supervision (97%), intakes (81%) and presentence investigations (76%). Urine collection (67%), community service (63%) and urine testing (55%) were the most common other probation activities identified as major workload contributors.

The survey questionnaire focused on two specific areas that may have an impact on probation work – illicit drug use and violence. The majority of respondents rated more drug treatment availability (86%) and more youth prevention programs (83%) as actions that would reduce illicit drug use. The same two factors were most frequently rated as actions that would also reduce violence (more youth prevention programs-85%; more drug treatment availability-81%).

Information on staffing positions, retention factors and staff training was gathered in the survey questionnaire. Number of field officers (26%) was the position most often identified as needing a major increase in staffing followed by treatment staff (18%), investigators (12%), and planners/researchers (12%). Budget reductions (43%) and salaries (41%) were identified by 40% or more of respondents as major contributors to problems retaining staff. About one-third rated career incentives (35%) and lack of promotional opportunities (33%) and one-quarter rated burnout (25%) and overall job satisfaction (23%) as major contributors to staff retention problems. Regarding staff training, a generally low percentage of training areas were rated as needing major improvement – only information systems was above 20% (21%) followed by cognitive reconditioning techniques/cognitive behavioral programming (17%), evaluation and outcome measures (17%) and evidence-based practices (17%).

The operations section of the survey examined assessment practices, types of contracted services, programs, policies or procedures, drug testing, management information systems and work/cooperation with other agencies. Almost all (96%) were using the Youth Assessment and Screening Inventory (YASI) and the vast majority (82%) were also using urinalysis results. The Level of Service Inventory-Revised (LSI-R) was being used by about half of the respondents (49%). The Domestic Violence Inventory (42%) was the most frequently cited assessment tool that agencies would like to implement followed by the LSI-R (40%) and Substance Abuse Relapse Assessment (39%-SARA).

Residential drug treatment (26%), residential alcohol treatment (23%) and mental health/specialized counseling (20%) were the contracted services most often rated as needing major improvement. Job readiness training (31%), day reporting centers (31%) and vocational educational programs (26%) were the most frequently listed as needing development. Few policies/procedures were rated as needing major improvement. Only early termination of compliant clients from probation was rated above 10% (13%).

Probation officials were asked whether particular automated information systems or system modules required improvement or needed to be developed with their agency. Management reports systems were most often identified as needing major improvement (30%) followed by case management information systems (24%). Almost 15% of respondents identified personnel and 9% rated management reports as systems that needed to be developed.

The final area of information that was collected on probation office's operations and procedures was the frequency of work with other agencies. A fairly low percentage of respondents indicated they worked regularly with federal agencies – Federal Probation (26%), Immigration and Naturalization Service (21%) and Office of Justice Programs (11%). There was a large range in working with state/multi-jurisdictional criminal justice agencies – the Administrative Office of the Illinois Courts (98%), Illinois Department of Children and Family Services (67%), Illinois State Police (62%) and Illinois Department of Human Services (61%) were most frequently listed as working with on a regular basis. Less variation was noted in working often with other agencies. The majority of respondents (ranging from 59% to 100%) indicated they frequently worked with the local agencies listed.

## Public Defenders

The survey questionnaire for public defenders provided information across five broad areas – Background, Workload, Staffing, Operations & Procedures, and Research & Evaluation. Of 150 public defenders surveyed, 42 responded (28%). Background data showed the average annual operating budget was \$881,186 (SD=\$1,343,702, Median=\$365,000). The average caseload per attorney was 373.9 (SD=219.8, Median=300). Across all public defender offices, nearly all (>90%) reported having responsibilities in the following activities: non-capital homicides (97%); domestic violence (95%); juvenile (95%); misdemeanors (95%); and sex offender assignments (92%). More than half had responsibilities in guardian ad litem (87%); mental health (72%); child advocate (67%); and capital trials (59%).

Compared to salaries in the state's attorney's office, more than half (53.9%) of public defenders reported their salaries to be 'significantly less'; nearly one third (30.8%) reported 'somewhat less'; and the remaining 15.4% reported their salaries were 'equal' to those in the state's attorney's office. In nearly three quarters of the jurisdictions with court-appointed counsel systems, counsel was paid by the hour (72.7%). For the remaining 17.3% of jurisdictions with these systems in place, payments were made on a 'flat rate' basis.

The workload section of the survey showed the case types most frequently rated as major contributors were drug possession (95.2%), drug sales (88.1%), and domestic violence (83.3%). Case processing activities rated most often as major workload contributors were plea bargaining (70.7%), overcharging by police (56.1%), and mandatory sentencing (55.0%).

Nearly three quarters (72.2%) of the public defenders surveyed reported that excessive caseloads/workloads have increased the number of plea bargains. To effect more timely processing of cases, crime lab processing (53.7%), retaining expert witnesses (41.5%), court computer information systems (30.9%) and court case scheduling (28.6%) were most frequently rated as 'Needs Major Improvement'.

The survey questionnaire focused on two specific areas that may have an impact on the public defender's work – illicit drug use and violence. The majority of respondents rated better educational opportunities (97.6%), better employment opportunities (95.1%), more youth prevention programs (92.5%), more drug treatment availability (87.8%) and increased offender monitoring (82.9%) as actions that would reduce illicit drug use. Better educational opportunities (90.0%), better employment opportunities (85.0%), more drug treatment availability (77.5%) and more youth prevention programs (76.9%) were also most frequently rated as interventions that would reduce violence.

Information on staffing positions, retention factors and staff training was gathered in the survey questionnaire. Number of attorneys (41.0%) was the position most often identified as needing a major increase followed by number of investigators (38.5%) and number of social workers (31.3%). Salaries (70.3%), workloads (67.6%) and lack of promotional opportunities (37.8%) were rated most often as major contributors to problems retaining staff. Regarding staff training, a generally low percentage of training areas were rated as needing major improvement – only DNA evidence (35.0%), trial practice skills (27.5%), training for newly hired attorneys (25.6%), stress management (22.5%) and statutory updates (20.0%) were at or above the level of 20%.

The operations section of the survey examined diversion and sentencing alternatives, pretrial practices, courtroom procedures, management information systems and work with other agencies. Mental health treatment (57.4%), community service programs

(52.5%), drug treatment programs (52.5%) and sex offender treatment programs (52.5%) were the most frequently rated as diversion and sentencing alternatives needing major improvement. Pretrial practices most often rated as needing major improvement were timeliness of DNA processing (58.5%), drug processing (53.6%) and other crime lab processing (56.1%).

Public defenders were asked whether particular automated information systems or system modules required improvement or needed to be developed within their office. The information system for prior criminal history of defendants (30.0%) was most often identified as needing major improvement followed by information on co-defendants (25.0%). Regarding systems that need to be developed, four were identified by over 30% of respondents – pretrial diversion evaluation (42.5%), caseload report analysis (35.0%), defendant tracking information (35.0%) and arresting officer names (30.8%).

The final area of information that was collected on public defenders' operations was the frequency of work with other agencies. A low percentage of respondents indicated they worked regularly with federal agencies – only Immigration and Naturalization Service (23.7%), U.S. Attorney's Office (13.2%) and Drug Enforcement Administration (10.5%) were reported above the 10% level. There was a large range in working with state/multi-jurisdictional criminal justice agencies – Illinois Department of Children and Family Services (86.8%), Illinois Department of Corrections (84.2%) and Illinois State Police (84.2%) were most frequently listed as regular working partners. Less variation was noted in working often with other listed agencies. The majority of respondents (ranging from 70.3% to 100.0%) indicated they frequently worked with the local agencies listed, with the exception of local school district (42.1%) and other victim service providers (59.5%).

## State's Attorneys

The needs survey questionnaire for state's attorneys solicited information across five broad areas – Background, Workload, Staffing, Operations and Research and Evaluation. Of 103 state's attorneys surveyed, 46 responded (45%). Background data showed the average annual operating budget for state's attorneys offices throughout Illinois was \$755,973. All offices were funded by both State and County government. Many offices had specialized units (e.g., Juvenile Crimes Unit (27%), Domestic Violence Unit (26%), etc.) and the majority (84%) had victim/witness assistance staff.

The workload section of the survey showed driving while intoxicated (96%), domestic violence (91%) and drug possession (87%) were the cases most frequently rated as major workload contributors. Case processing activities rated most often as major contributors were caseload (80%), plea bargaining (60%) and jury trial (39%).

More than half (56%) of state's attorneys reported that excessive caseloads/workloads have increased the number of plea bargains. State's attorneys were also asked about factors that need improvement to effect more timely processing of cases. Crime lab processing (40%), court case scheduling (22%) and court computer information systems (21%) were the areas most frequently rated as 'Needs Major Improvement'.

The survey questionnaire focused on two specific areas that may have an impact on the state's attorneys' work – illicit drug use and violence. The majority of respondents rated more youth prevention program (88%), increased offender monitoring (88%) and more drug treatment availability (86%) as actions that would reduce illicit drug use. More youth prevention programs (83%) and more drug treatment availability (80%) were also most frequently rated as actions that would reduce violence.

Information on staffing positions, retention factors and staff training was gathered in the survey questionnaire. Number of investigators (24%) was the position most often identified as needing a major increase in staffing followed by number of attorneys (23%) and number of clerical personnel (16%). Salaries (67%), budget reductions (41%) and workloads (35%) were rated most often as major contributors to problems retaining staff. Regarding staff training, a generally low percentage of training areas were rated as needing major improvement – identity theft (31%), asset forfeiture (21%), trial practice skills (16%), computer training for access to legal resources (16%) and interpretation of criminal history (15%).

The operations section of the survey examined diversion and sentencing alternatives, pretrial practices and courtroom procedures, management information systems and work with other agencies. Mental health treatment (52%), drug treatment programs (48%) and sex offender treatment programs (38%) were the most frequently rated diversion and sentencing alternatives rated as needing major improvement. Timeliness of DNA processing (52%), drug processing (43%) and police training for testifying in court (38%) were the pretrial practices most often rated as needing major improvement. Only 17% rated trial continuance procedures as needing major improvement followed by management of victim/witness appearances (12%) and calendaring system (10%).

State's attorneys were asked whether particular automated information systems (or system modules) required improvement or needed development within their office. The information system for prior criminal history of defendants (15%) was most often rated as needing major improvement followed by bail/jail status of defendants (13%). Regarding systems that need to be developed, four were most frequently identified (each at 33%) – attorney schedule conflicts, officer schedules, pretrial diversion evaluation and speedy trial status.

The final operational focus of the survey examined frequency of work with other agencies. A fairly low percentage of respondents indicated they worked regularly with federal agencies – only U.S. Attorney's Office (36%) and Drug Enforcement Administration (23%) were identified above the 20% level. There was a large range in working with state/multi-jurisdictional criminal justice agencies – Illinois State Police (98%), Illinois Department of Children and Family Services (93%) and Appellate Prosecutor (91%) were most frequently listed as partners involving regular working relationships. There was comparatively less frequency of work with other agencies, although the majority of respondents (ranging from 71% to 100%) indicated they frequently worked with the local agencies listed.

## Victim Service Providers

The survey questionnaire for victim service providers was the first survey of victim service providers (VSP), as this group was not surveyed in 1996. The VSP agencies surveyed were agencies that focus on victims of sexual assault, domestic violence and child advocacy. The survey questionnaire for victim service providers furnished information in five key areas – Background, Workload, Staffing, Courtroom Operations & Procedures, and Research & Evaluation. Of 112 victim service providers surveyed, 56 responded (50%). Budgets ranged across VSP agencies up to \$4 million, and the average number of FTE staff was 16.2. All agencies reporting funding by donations, 94% reported state funding, 81% federal funding, 81% foundation grants, 52% received funding from county government, and only 31% from city government.

The types of crime/incidents most frequently rated as major contributors were child sexual abuse (70%), sexual assault (58%) and domestic violence (51%), whereas a number of types of crime/incidents were not rated as major workload contributors by any (0%) of the respondents – auto theft, carjacking, crimes committed with firearms, death penalty cases, driving while intoxicated, identity theft, property crime, robbery and theft. In terms of services affecting workload in VSP agencies, information and referrals (89%), criminal justice advocacy (i.e. court personnel (85%), case management/coordination (83%) and personal advocacy (80%) were rated highest, compared with services involving child care (13%), translation services (16%), financial assistance (17%) and assistance with compensation claims (19%).

More drug treatment availability, and more youth prevention programs were endorsed by approximately 95% of respondents as important methods for reducing illicit drug use. These two actions were also reported as important for reducing violent crime by 94% and 82% (respectively) of VSP respondents, in addition to the actions of increased offender monitoring (89%) and more arrests/prosecution (87%). When asked about some of the problems affecting VSPs, the three identified most commonly as 'getting worse' were

identify theft (81%), juvenile crime (73%), and illicit drug use/alcohol use (69%). Unfortunately, none of the problems in the list were rated as 'improving' by 10% or more of respondents; the most positive problem area of improvement was gangs, but was rated by only 7% as 'improving'.

About 62% of respondents indicated that increases in the number of staff would be helpful in at least one area, including volunteer staff (46%), paid counselors (33%), outreach/public awareness workers (32%), paid therapists (32%), and paid advocates (27%). With respect to retention, victim service providers felt that salaries (47%) and budget reductions (44%) were the two most common factors contributing to retention problems. Personal safety concerns and lack of training were seen as major factors by only a small minority (2%). When information was elicited on staff training needs, major improvements were indicated in some areas by a small proportion of respondents, including special populations (32%), language translation (27%), institutional change advocacy (22%), balanced and restorative justice (21%), training for newly hired volunteers (21%), DNA evidence (20%), and stress management (20%).

Courtroom operations and procedures was a topic of concern for victim service providers. Many of the ten specific procedures listed in the questionnaire were viewed as being in need of major improvement, including continuance policy (47%), victim involvement in decision-making (46%), accountability review (43%), enforcement of victim rights (42%), procedures for plea-bargaining offers (37%) and victim notification/communication (32%). On the subject of management information systems, ICJIA's InfoNet (19%), continuances (19%), tracking of charges/dispositions (15%) and automated victim notification (15%) were four areas that were perceived as needing improvement. Less than one third (29%) of respondents reported that their system(s) was linked to other criminal justice automated information systems.

A low percentage of victim service providers indicated their departments worked regularly with federal agencies – Immigration and Naturalization Service (17%) and U.S. Attorney's Office (11%) were the only two federal agencies reported by more than 10% of respondents.

However, a large percentage of VSP's reported working regularly with three state/multi-jurisdictional criminal justice Agencies, including the Illinois Department of Children and Family Services (91%), the Illinois Criminal Justice Information Authority (88%), and the Illinois Department of Human Services (61%). The vast majority (between 90% and 100%) of those surveyed indicated they frequently worked with various local agencies listed in the survey, with the exception of local probation (which was still high at 72%).

CHAPTER

# 1 Introduction

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In the Fall of 2005 the Illinois Criminal Justice Information Authority (ICJIA) undertook a survey of the needs of criminal justice service partners across the State of Illinois. The survey focused on the various factors impacting on the needs of criminal justice agencies, including their perception about the issues that placed demands on their work, training, information sources, and improvements that are needed to more effectively pursue the mandate of maintaining and increasing public safety. The 2005 project followed a similar needs survey conducted in 1996, while expanding the number of criminal justice agencies that participated. Eight criminal justice groups were included:

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- State's Attorneys
- Victim Service Providers

Surveys provide a critical tool for studying the challenging issues of large institutions. The field of criminal justice is comprised of a complex network of roles that are, for the most part, well defined by law. At the same time, the various roles or jurisdictions that make up the system are also molded in a dynamic fashion by the dominant views of the public. The system is shaped in an ongoing way by the response of the public and legislators to shifting patterns of crime, victimization and resource allocation. Each of the jurisdictions within the criminal justice system have specific mandates. Yet there is frequently great overlap in the performance of their prescribed responsibilities. While each arm of the system has a unique contribution, there is a continual demand for interplay and cooperation to achieve the ends of justice and public safety. Against this background of inter-related components that must function together smoothly, there are also constant changes in how the different jurisdictions interpret their respective objectives, roles and obligations.

Understandably, the realm of policy development, service planning and setting of research priorities is no less complex than the criminal justice system itself. As in any public sector system, resources must be allocated on the basis of how initiatives can best contribute to achieving the goals of the system – in the current case, justice and public safety. Scarcity of public funding, an enduring characteristic within public sector operations, is an important factor that impinges on decisions about the distribution of resources. Within this context, there is a need to carefully gather and interpret objective information so that policy development and the design of services can be both effective and efficient. There is also a need to understand how the various players within the system perceive their roles. Gaining a profile of how the criminal justice groups identify the most pressing issues is an important first step to informing the planning process. In addition, it is critical to understand how perceptions vary across criminal justice system roles with respect to the improvements and changes that are needed in the system.

It is against this backdrop that the ICJIA commissioned the current survey of criminal justice agencies. The Illinois Criminal Justice Information Authority (ICJIA) is highly reliant on information about the problems, needs and issues that concern the criminal justice partners in the State of Illinois. ICJIA coordinates the collection and reporting of a large volume of research, evaluation and statistical information that helps assess the state of affairs of criminal justice in Illinois. Survey information based on the reports of those responsible for criminal justice operations is a critical source of research. Knowledge derived from survey data helps inform the Authority's work of setting research priorities, administering state and federal grants for criminal justice initiatives, and supporting the growing need for information management systems.

This final report outlines the methodology used to conduct the 2005 ICJIA survey and provides detailed results for each of the eight criminal justice agencies included in the survey. Three new groups were included in the 2005 survey – circuit court clerks, detention center administrators, and victim service providers. As a replication of the earlier 1996 survey, the current initiative helps provide a vehicle for assessing changes in operational trends and identifying various factors that shape caseloads and inform perceptions about what is needed in the field. Although the 2005 survey used the 1996 survey as a starting point, new issues that had not yet emerged at the time of the first survey were also included. There was a common component with respect to information collected across the eight groups. However, the surveys for each of the criminal justice partners were also customized to ensure that issues of particular relevance to each group were covered.

Orbis Partners Inc, a criminal justice research and consulting organization, was contracted to conduct the survey on behalf of ICJIA. Orbis was involved in planning the project with ICJIA, distributing all survey materials, collecting completed questionnaires, processing the resulting responses, and compiling the results. The 2005 needs survey employed both

mail-in/fax and internet-based questionnaires as vehicles for responding to the survey. Respondents also had the option of completing an electronic version of the survey and submitting their response by e-mail. A number of procedures were developed to ensure the confidentiality of respondents, in the distribution, collection and reporting of completed surveys. After multiple strategies were employed to encourage participation in the survey, a total of 602 questionnaires were returned for an overall response rate of 38.6%. The response rates varied (from 25.0% to 64.7%) across the eight groups that participated in the survey.

We turn now (Chapter 2) to a description of the survey methodology that was employed, including the survey design, survey distribution, survey collection, response rates, and challenges to the conduct of the survey. Finally, Chapter 3 provides details on the survey results for each of the eight groups participating in the survey. An appendix containing the results broken down by county classification (Cook/Collar Counties, Other Urban, Rural) is also included.

CHAPTER

# 2 Methodology

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This chapter details the steps that were followed to conduct the 2005 needs assessment of criminal justice agencies in Illinois, outlines the challenges and obstacles that were experienced during the project and provides final response rates for each of the eight professional groups surveyed. We report on the activities of the survey that began after the Orbis Partners commenced work on the project.

## Survey Design and Implementation

Although the eight separate surveys used in this project were well developed by ICJIA prior to the involvement of Orbis Partners in the project, the pre-survey planning involved a number of revisions to the questionnaires and consultations on the various techniques that would be used to solicit participation.

As part of the survey development phase of the project, an Institutional Review Board (IRB) application was required for issues regarding informed consent and broader standards of social science research. Orbis Partners adhered to this requirement and completed an IRB application and modified certain components of the survey tools where required.

As part of the survey implementation phase of the project, it was important to develop an effective communication plan in order to facilitate the greatest levels of participation in the survey across the agencies. ICJIA and Orbis Partners worked together to prepare for dissemination of the survey with an announcement letter mailed to all potential respondents from ICJIA. The communication described the upcoming survey and provided details on the purpose and importance of participation. Without a clear articulation of the benefits, potential respondents may make erroneous judgments about the benefits of completing surveys. Hence the ICJIA announcement letter attempted to convey how the survey would directly benefit respondents communicated intentions for improving the overall professional milieu of criminal justice operations in Illinois. Also, it was necessary to provide clarity the role of Orbis Partners in the conduct of the survey and an understanding that ICJIA had initiated and was determining the nature of the survey.

Finally, the letter stressed that confidentiality of respondents was being assured at all levels.

To supplement the points made in the announcement communication by ICJIA, there was a separate letter from Orbis Partners (included with the hard-copy of the survey that was mailed to all potential respondents). This correspondence briefly described:

- The nature of our firm and the team members;
- the background to the survey;
- the intention of the current survey;
- that all sections of the survey should be completed;
- that alternative electronic or internet formats of the survey were available if desired;
- how the information collected would be utilized;
- that confidentiality would be assured;
- the timelines for the project;
- how to contact the project team for assistance or concerns through a toll-free '1-800' number, toll free fax, or email.

Reflecting the different methods that are currently available to support the conduct of surveys for diverse groups, it was important that the survey methodology provided a number of options for completion and submission of surveys. Accordingly, the research team implemented the survey questionnaire in the following formats:

**Paper format:** Regardless of how they chose to complete the survey, each potential respondent was mailed a hard-copy of the survey in paper format. Respondents using this format were then given the options of either returning their survey by mail (in a pre-addressed, postage-paid envelope) or by fax (via toll-free fax number).

**Electronic format:** Each survey was also available in electronic format. Basically, the questionnaire appeared exactly as the paper version, but if respondents requested, they would receive the electronic survey through email from Orbis Partners. The survey could then be completed as an email attachment, and returned by sending a reply email. The

electronic copy was sent to respondents as a "locked" document, which allowed for the response to items and typing of answers while the format and original lay-out of the questionnaire remained intact so that the survey questions/items were not alterable. The electronic format was designed to work in Word and WordPerfect, two of the most popular word-processing software packages.

**Internet format:** Another important format was the internet survey. For respondents who wished to employ this method, a survey questionnaire was made available through a secure website. Orbis Partners designed and implemented this format of the survey, and it was well received (nearly 25% of respondents opted for this method). Each respondent 'logged in' to the site with a username and password and chose the appropriate survey corresponding to his/her professional group. Various security procedures were implemented to assure respondent confidentiality. Access to the Internet was the only requirement for a respondent wishing to take advantage of this option. Once completed, the survey results were instantly stored on our secure server.

It was anticipated that most respondents would use the traditional paper copy survey to participate. However, it was believed that many respondents would prefer electronic methodology that is becoming increasingly common in survey methods. Aside from the personal preferences for electronic methodology that we anticipated for some respondents, an advantage bonus of the electronic or internet format is that respondents could complete the questionnaires away from the office without having to handle a paper copy.

## Survey Distribution

Orbis Partners mailed the surveys to all potential respondents in the early Fall of 2005. Respondents were identified through lists provided by ICJIA across the eight groups that participated in the survey. The lists included the names and mailing addresses of the relevant officials within the criminal justice agencies being surveyed. The lists maintained by ICJIA were intended to identify the survey respondents (e.g., senior officials) who were most appropriate to respond to the survey on behalf of the criminal justice agency they represented.

## Survey Monitoring and Strategies to Increase Response Rate

Once the survey questionnaires had been forwarded to all potential respondents across the eight professional groups, the survey return rates were closely monitored in order to anticipate possible non-response concerns. While some lag time between receipt and

return of the surveys was anticipated, efforts were made to identify response problems early in the execution of the survey.

Once completed surveys were received, a response table was updated by Orbis Partners on a twice-weekly basis. Response rates were calculated and repeatedly updated for each criminal justice agency group, in order to keep ICJIA informed of the progress of the survey. One month after the initial survey distribution, the research team had discussions with the project authority to develop the best strategies for contacting and encouraging non-respondents to participate.

After it was discovered that response rates were considerably lower than anticipated, the following attempts to increase participation were used:

- Toll-free telephone help-line offered; this was used by more than 200 potential respondents;
- Status reports sent to heads of professional groups in selected regions of Illinois, through ICJIA;
- Reminder e-mails sent to all respondents that had not responded (for those contacts where an e-mail address was accessible) – 361 e-mail reminders sent;
- Reminder faxes sent to all respondents that had not responded (for those contacts where a fax number was accessible) – 971 fax reminders sent
- Reminder phone calls sent to all respondents whom had not responded (for those contacts where a phone numbers was accessible) – 432 phone reminders made;
- 'Last Chance' memo sent out 2 weeks before the last survey was received
- An extension of the survey return deadline

All of the reminder contact (via fax, e-mail and phone) with non-respondents reiterated the importance of the needs assessment survey, stressed the confidentiality of the survey responses and stated that it would be appreciated if the survey could be returned within a timeframe of one week. In addition, our assistance via '1-800' support calls was offered as part of the reminder. Respondents were reminded that they had option to complete the survey through email or via internet survey.

Efforts to increase participation were successful, with response rates for some professional groups increasing by as much as 50% following these interventions.

However, despite the progress that was made, the level of participation for most of the criminal justice groups remained disappointing.

## Response Rates

Table 2.1 demonstrates the response rates (based on the sample size 'N\*') for each of the eight professional groups involved in this survey project. Figure 2.1 also illustrates the response rate by professional group graphically. The lowest response rate was the Judges group (25.0%) and the highest response rate was the detention center administrators (64.7%).

**Table 2.1. Response Rates by Professional Group**

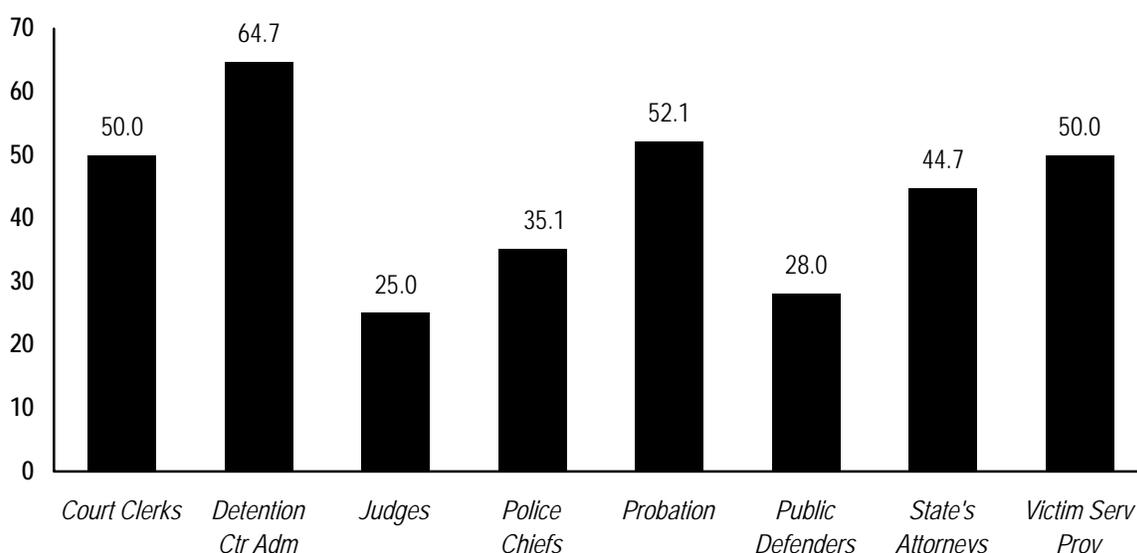
Professional Group (alphabetically)	Sample Size (N) *	Respondents **	Response Rate (%)
Court Clerks	102	51	50.0%
Detention Center Administrators	17	11	64.7%
Judges	20	5	25.0%
Police Chiefs	940	330	35.1%
Probation Services	117	61	52.1%
Public Defenders	150	42	28.0%
State's Attorneys	103	46	44.7%
Victim Service Providers	112	56	50.0%

\*Represents a revised 'N' based on ongoing cleaning of contact lists during project, feedback from contacts, phone call logs, duplicate contact entries, etc.

\*\* Note – A number of surveys were returned completely blank, for unknown reasons; these returned surveys are NOT included as respondents.

**RESPONSE RATE BY PROFESSIONAL GROUP (% OF STAFF THAT RESPONDED)**

**Figure 2.1**



## Project Challenges

Although the research team and ICJIA attempted to identify many possible challenges prior to the commencement of this project, a number of the anticipated challenges remained difficult to resolve over the course of the project. As in any initiative of this scope, there were also additional unexpected challenges that had a negative impact on the success of the project.

**Survey Length.** There was some discussion prior to survey distribution about the lengthiness of some of the survey questionnaires. However, it was felt that all of the information the survey was targeting was necessary to achieve the goals of the survey. Unfortunately, many of the potential respondents who accessed the toll-free help line indicated that they would not be participating in the survey because it was too lengthy.

**Timing.** Orbis Partners and ICJIA were sensitive to the fact that this initiative required individuals at senior levels to provide detailed information on a series of factors presented in the survey questionnaire. Although the available timeframe appeared to be ample, it was important to be aware of possible project tasks that could have hampered progress. While finalizing and distributing the survey questionnaires was the responsibility of the contractor, the survey return phases were dependent on timely survey completion and coordination. Many of the potential respondents stated that they did not have time to

complete the survey (regardless of the length of the survey), and that it was conducted at the wrong time of the year for their department's/agency's schedule. This situation has emerged in other surveys and the reality (unfortunately) for some, is that there is 'never a good time' to conduct a survey.

**Non-responding.** While our comprehensive approach was expected to yield a high response rate, the large number of individuals that refused to participate in the survey was unexpected. The research team received over 100 phone calls from individuals calling to state they would not be participating in the project. Additionally, follow-up reminders identified an even larger number of potential respondents who indicated they were not interested in participating. Reasons for refusal varied, and many callers did not wish to disclose why they chose not to participate.

**Lingering and Blank Surveys.** Lingering surveys refer to questionnaires that are eventually returned a significant number of weeks or months later than expected, and therefore after the 'response deadline'. In the case of this project, given the low response rates and the additional time allowed by ICJIA to complete the project, these surveys were actually entered into the database, and included in the analyses by the research team. However, something the team was surprised to receive a number of uncompleted (blank) questionnaires. Some questionnaires were returned blank, while others had only county or department information no survey content completed. The blank returns were not counted as response in the calculation of response rates.

**Incorrect Contact Information.** Given the expected number of approximately 1,800 potential respondents, it was inevitable that some contact information would be incorrect. However, the magnitude of incorrect contact information was greater than expected. Many of the contact lists that the research team was provided contained multiple duplicate entries (i.e., the same person at the same place listed more than once; e.g., John Doe and Jonathon Doe, as two separate entries). These were removed from the contact lists over the course of the project. In addition, many entries in the contact list were outdated. Overall, it was not possible to identify all of the potential participants who failed to respond because they were incorrectly included on the survey respondent list. Hence, it is possible that if additional incorrect contacts were removed from the list (thereby decreasing the number of potential respondents), a higher response rate would be calculated.

**Perceptions about Confidentiality.** Despite repeated attempts to assure survey users that all data collected would remain anonymous and confidential, there remained potential respondents who indicated to the research team that they had decided not to participate due to confidentiality concerns.

We turn now to an examination of the results. Chapter 3 highlights results from each of the eight professional groups surveyed. Additional results (by county classification) are provided in **Appendix A**.

CHAPTER

# 3 Results

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## SECTION

# CC Court Clerks Results

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## Introduction

The survey questionnaire for court clerks solicited information across five broad areas – Background, Workload, Staffing, Operations & Procedures, and Research & Evaluation. Given the magnitude of the information collected by the survey instrument, we've highlighted some of the more salient findings. As much as possible, we have attempted to identify results that may have some implications for policies and programs as well as other more general issues for the Illinois Criminal Justice Information Authority. In addition to the selected findings reported here, we have compiled the results by county classification (i.e., Cook or Collar county, Other Urban county and Rural county). These findings are displayed graphically in **Appendix A**.

## Background

To have a profile of the court clerk's operation, the survey questionnaire included basic background information such as operating budget, and information regarding specialized courts.

- Average annual operating budget for the current fiscal year was \$878,729 (SD=\$1,755,818, Median=\$300,000), ranging from \$50,000 to \$8 million.
- Of the court clerks that responded to the survey, only 21.7% currently had *specialized courts*. The specialized courts in place included *drug courts, mental health courts, arbitration, and domestic violence courts*.

## Workload

The first section of the court clerk's questionnaire pertained to types of court clerk cases and procedures that impact workload, actions to reduce illicit drug use and violence, and perceptions regarding a number of situations or problems pertinent to court clerks (e.g., child abuse and neglect, domestic violence, etc.).

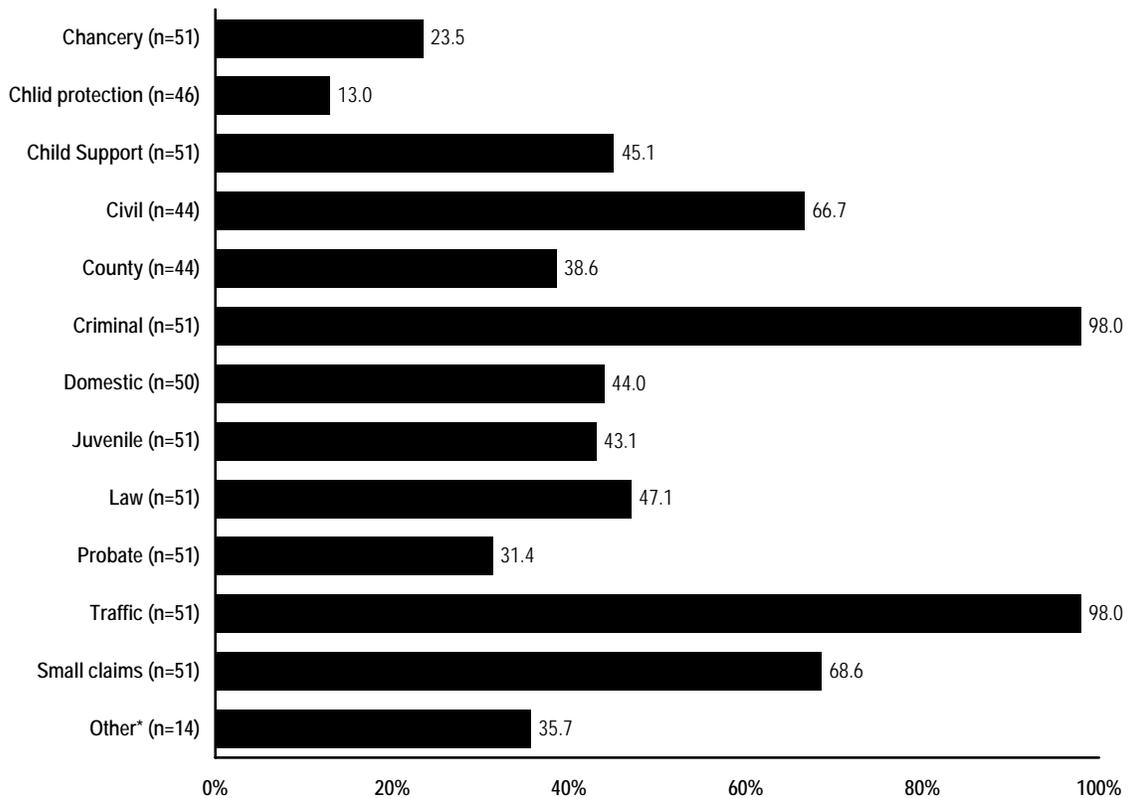
## Cases and Court Procedures that Impact Workload of Court Clerks

Information was gathered to better understand how certain cases contributed to the court clerk’s office workload. Respondents were asked to consider specific types of cases (e.g., chancery, child protection, traffic, etc.), and court procedures (e.g., case monitoring, child support collection, disposition reporting, etc.). Respondents were then asked to rate the extent that each contributed to overall workload (i.e., ‘Not a Contributor’, ‘Moderate Contributor’, ‘Major Contributor’). **Figures CC.1 and CC.2** show the results that were rated as being a ‘Major Contributor’ to office workload.

- The types of cases most frequently rated as major contributors were *criminal cases* (98.0%), *traffic cases* (98.0%), *small claims cases* (68.6%) and *civil cases* (66.7%).
- *Domestic cases* (4.0%), and *child protection cases* (13.0%) were the least likely to be rated as major workload contributors.
- All of the respondents rated at least one type of case as a major contributor, with over half (52.9%) identifying five or more of the 13 types of cases listed by the questionnaire.

**% TYPE OF CASES RATED AS ‘MAJOR CONTRIBUTOR’ TO WORKLOAD**

**Figure CC.1**



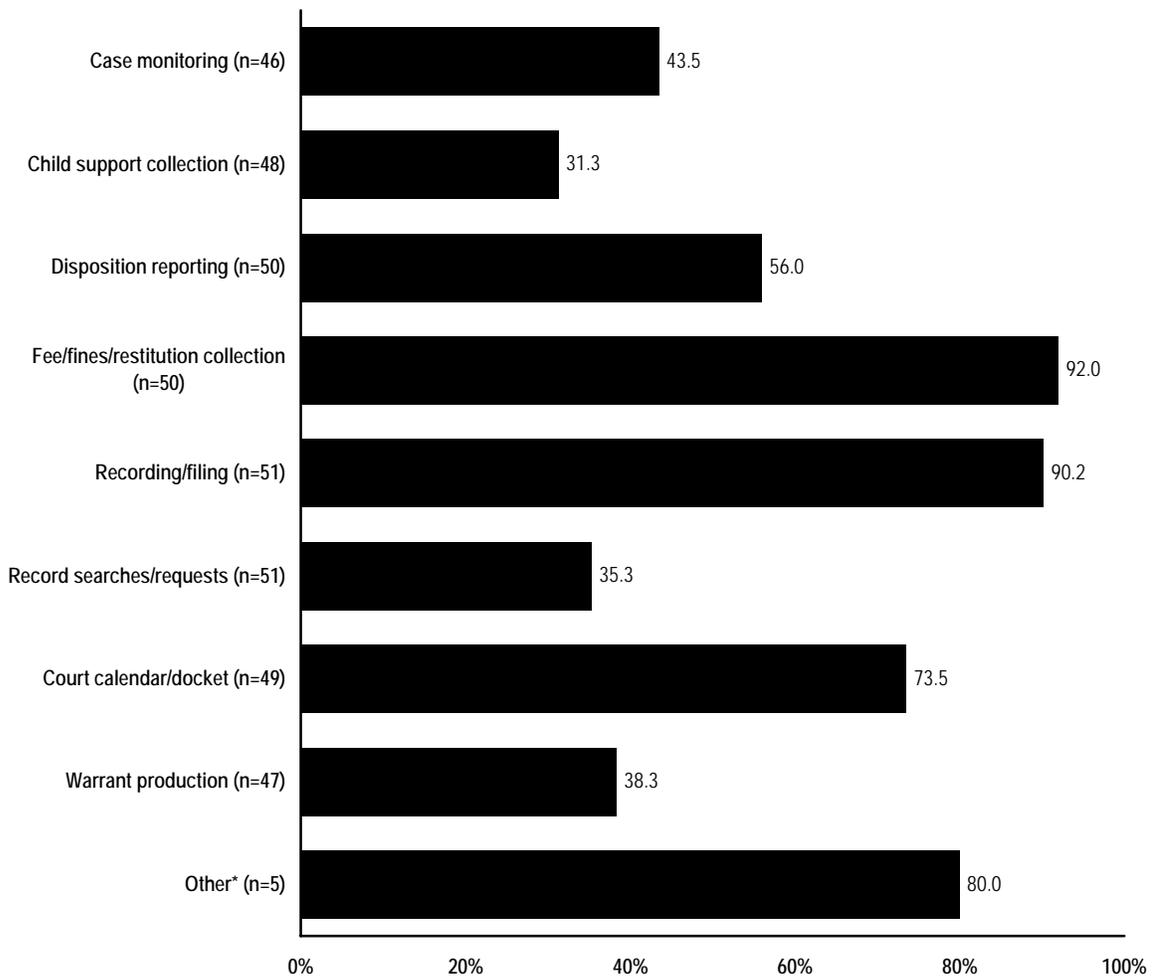
'n=' denotes the total number of respondents for each item and was the denominator used to calculate the associated percentage.

\* Other types of cases rated as major contributors were “tax”; “collection of unpaid fine/cost”; “drainage ditches municipal districts-IE-C”; and “protection orders”.

- Of the eight court procedures listed in the survey, 29.4% rated five or more as major workload contributors.
- The court procedures that were most commonly rated as major contributors to workload were *fee/fines/restitution collection* (92.0%), *recording/filing* (90.2%) and *court calendar/docket* (80.0%).
- The procedures least commonly rated as major contributors to workload were *child support collection* (31.3%), *record searches/requests* (35.3%), and *warrant production* (38.3%).

**% COURT PROCEDURES RATED AS 'MAJOR CONTRIBUTOR' TO WORKLOAD**

**Figure CC.2**



'n=' denotes the total number of respondents for each item and was the denominator used to calculate the associated percentage.

\* The other case processing activities rated as a major contributor were "SU"; "Imaging", and "Status calls".

While workload information was collected on a number of specific types of cases and procedures, court clerks were also given the opportunity to more generally comment on the factors that contribute to workloads in their offices. Consistent with the data reported earlier, a common theme emerged around increasing caseloads and limited staff time. One respondent explained that there has been,... *"a very large increase in volume of cases and the inability of the county to provide funding for enough employees to offset the increased volume"*. There was also further explanation of specific activities affecting workload,... *"Status calls for monitoring community service hours, counseling, anger management, payments, etc. creates additional workload for the office"*.

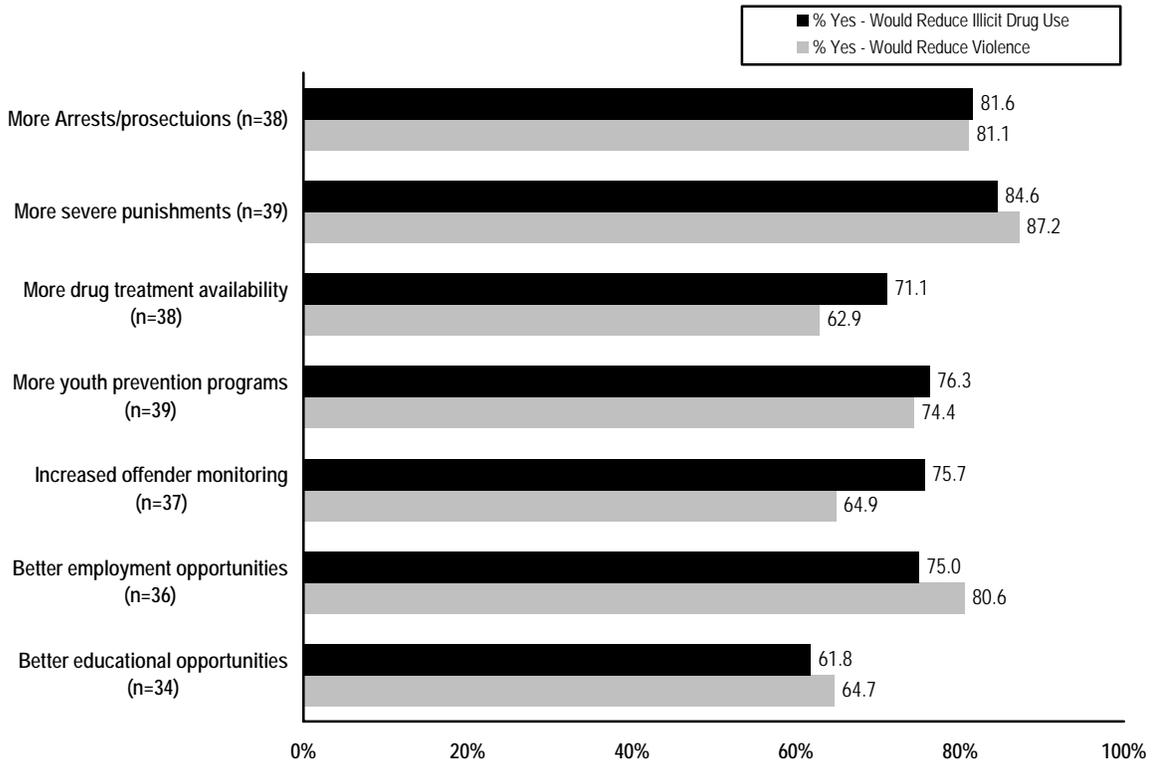
### Illicit Drug Use and Violence

The survey questionnaire focused on two specific areas that may have an impact on office workload – illicit drug use and violence. Views were elicited on the impact of certain actions for reducing drug use or violence. **Figure CC.3** shows the results.

- The majority of respondents rated *more severe punishments* (84.6%) and *more arrests/prosecutions* (81.5%) as actions that would reduce illicit drug use.
- The same two factors were most frequently rated as actions that would also reduce violence (*more severe punishments*-87.2%; *more arrests/prosecutions*-81.1%). *Better employment opportunities* was also a strong response – 80.6%.
- *Better educational opportunities* (reduce drug use-61.8%; reduce violence-64.7%) was the only action rated as having an impact by less than two thirds of the respondents.
- Just over one quarter (26.8%) rated all seven actions as impacting on reduced drug use while a mere 2.5% of respondents rated all seven as actions that would reduce violence.

**% ACTION WOULD REDUCE ILLICIT DRUG USE AND/OR VIOLENCE**

**Figure CC.3**



'n=' denotes the total number of respondents for each item and was the denominator used to calculate the associated percentage.

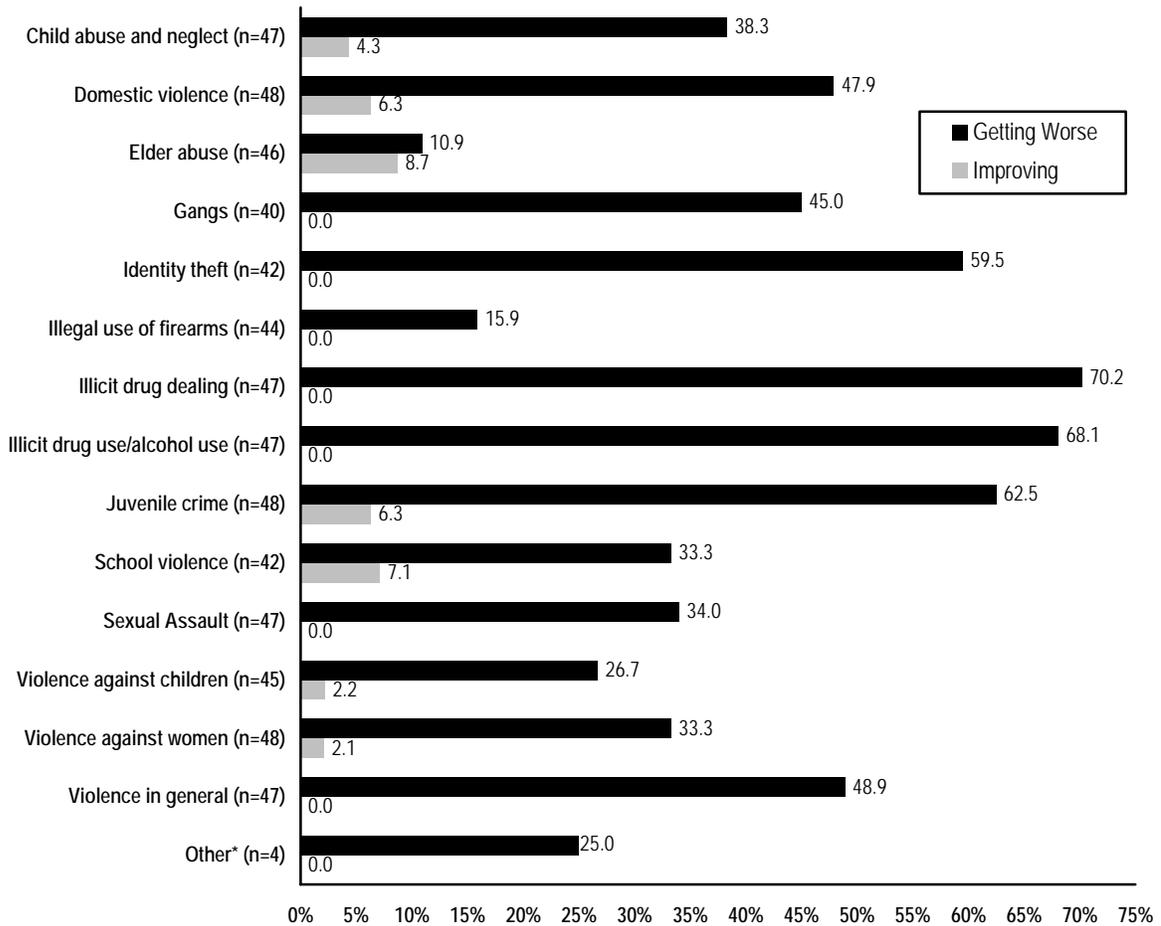
### Problems Affecting Court Clerks

As another measure of factors that may contribute to workload, respondents were asked to rate 14 problems in terms of whether they were 'Getting Worse', 'Staying the Same' or 'Improving'. Figure CC.4 shows the proportion of respondents that rated each problem as either getting worse or improving.

- *Illicit drug dealing* (70.2%), *illicit drug use/alcohol use* (68.1%) and *juvenile crime* (62.5%) were the problems most commonly rated as getting worse.
- A minority of respondents rated the problems of *elder abuse* (8.7%), *school violence* (7.1%), *juvenile crime* (6.3%) and *domestic violence* (6.3%) as improving.
- More than half (57.1%) rated five or more of the 14 problems listed as getting worse.

**% PROBLEMS ARE GETTING WORSE OR IMPROVING**

**Figure CC.4**



'n=' denotes the total number of respondents for each item and was the denominator used to calculate the associated percentage.

\* The other problem rated as getting worse was "Meth".

## Staffing

The second section of the court clerk's questionnaire collected information on staffing, including the need to increase the number of court administrative staff, factors related to staff retention and staff training areas.

### Number of Staff

Survey respondents were first asked whether increases were needed in the number of court administrative staff or other staff:

- Only slightly more than half believed there was a need to increase the number of court administrative staff, with 44.4% responding '*some increase needed*', and 13.3% responding '*major increase needed*'. The remaining 42% of respondents did not see a need to increase the number of court administrative staff.
- Only about 1 in 10 responded to the question regarding '*Other*' types of staff needed, and the type of staff need within this group was '*Support and Administration Staff*'.

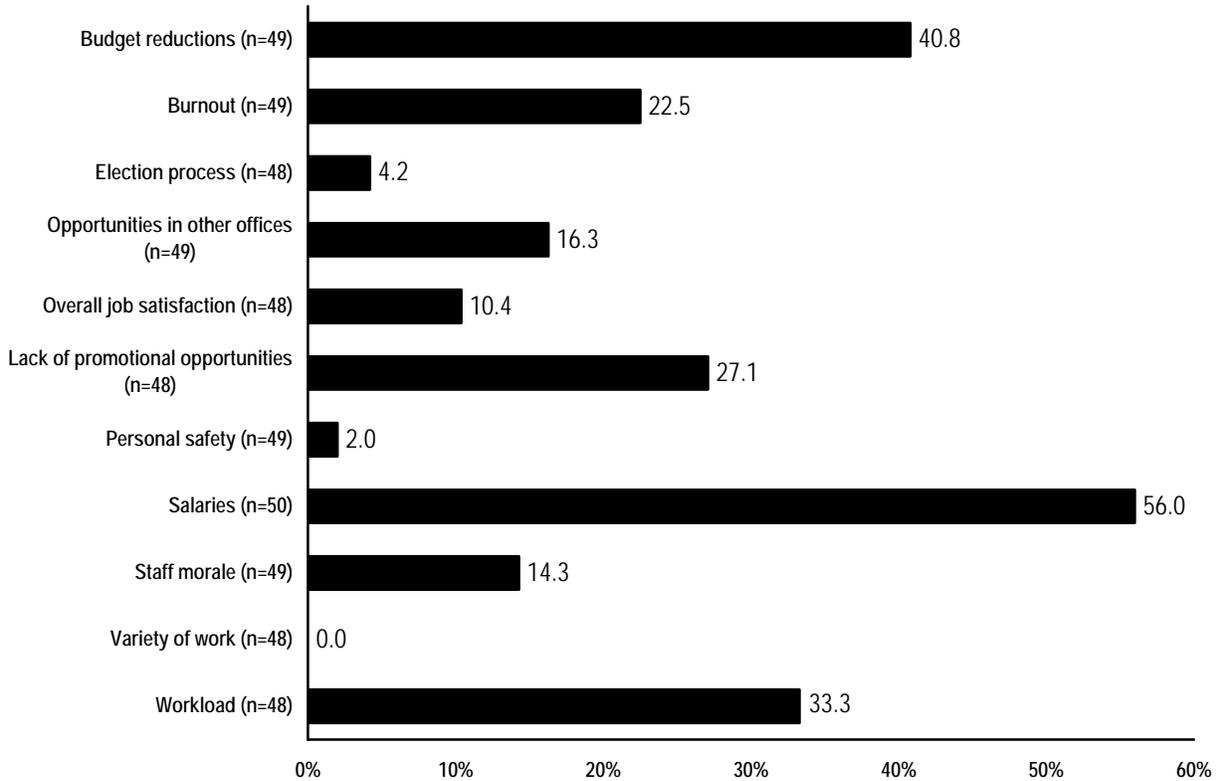
## Retention Factors

Retention of circuit court clerk staff is an important consideration. The survey questionnaire listed 11 factors that may contribute to problems retaining staff. Respondents were asked to rate the extent that each contributed to retention problems. Figure CC.5 shows the percentage identified as a 'Major Contributor'.

- *Salaries* (56.0%) and *budget reductions* (40.8%) were identified by 40% or more of respondents as major contributors to problems retaining staff.
- Exactly one-third rated *workload* (33.3%) and approximately one-quarter rated *lack of promotional activities* (27.1%) and *burnout* (22.5%) as major contributors to staff retention problems.
- Only a small minority of court clerk respondents rated *election process* (4.2%) and *personal safety* (2.0%) as major contributors to loss of staff. None of the respondents rated *variety of work* as a major contributor to loss of staff.
- About one-quarter (24.0%) of respondents did not feel any of the factors were major contributors to problems retaining staff while only 6% identified five or more factors as major contributors.

**% RETENTION FACTORS RATED AS 'MAJOR CONTRIBUTOR' TO PROBLEMS  
RETAINING STAFF**

**Figure CC.5**



'n=' denotes the total number of respondents for each item and was the denominator used to calculate the associated percentage.

### Staff Training

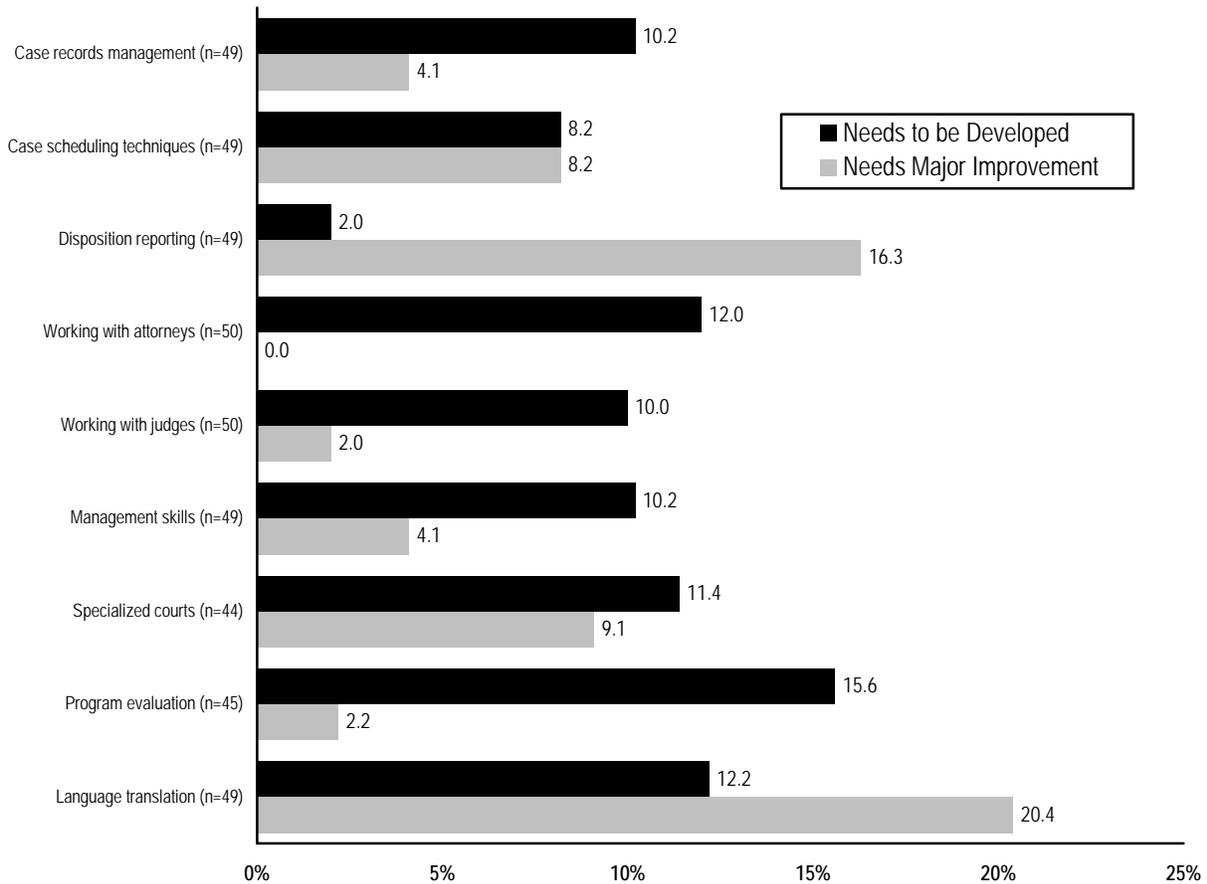
Administrative staff training was another topic that Court Clerks were asked about in the survey. Some types of training are fairly common in this field, while others are not so common but may need to be more accessible in the future. Information was collected on nine administrative staff training areas. For each area respondents were asked to rate whether improvement was required or whether the area needed to be developed. Figure CC.6 shows those areas identified as 'Needs Major Improvement' or 'Needs to be Developed'.

- Generally, a low percentage of the training areas were rated as needing major improvement. Only *language translation* was above 20% (20.4%) followed by *disposition reporting* (16.3%). All other areas were rated as needing major improvement by less than 10% of respondents.

- Slightly more than half (52%) did not feel major improvement was necessary for any of the training areas while 31.2% indicated only one area in need of major improvement.
- Similar results were found in terms of training areas to be developed. Slightly more than two-thirds (70%) felt none of the training areas needed to be developed and a further 10% identified only one area for development.

**% ADMINISTRATIVE STAFF TRAINING AREAS 'NEEDS MAJOR IMPROVEMENT' OR 'NEEDS TO BE DEVELOPED'**

**Figure CC.6**



'n=' denotes the total number of respondents for each item and was the denominator used to calculate the associated percentage.

Court clerks were also invited to comment more broadly on particular training needs in their office. Although the majority of respondents did not feel there was a need to develop specific training areas, comments relating to problems of staffing for training were common; examples included,.... *"understaffed – difficult to train in all areas"*, *"In*

*small offices in small counties, it's difficult to get limited staff to training off-site.", "AOIC provides very limited training.", "We are looking at hiring a trainer as individuals leave the office and individuals are hired from the general public, there is a large learning curve with regard to the court system and requirements for accurate records." Others comments included,... "bookkeeping and financial reporting", "...need a firmer stance on interpretation of statutes that direct us... too much left to interpretation... administrators need to take a firmer stance on interpretation".*

## Operations and Procedures

The next section of the court clerk's questionnaire dealt with information on operations and procedures such as court management needs, management information systems and work/cooperation with federal agencies, state/multi-jurisdictional criminal justice agencies and other agencies.

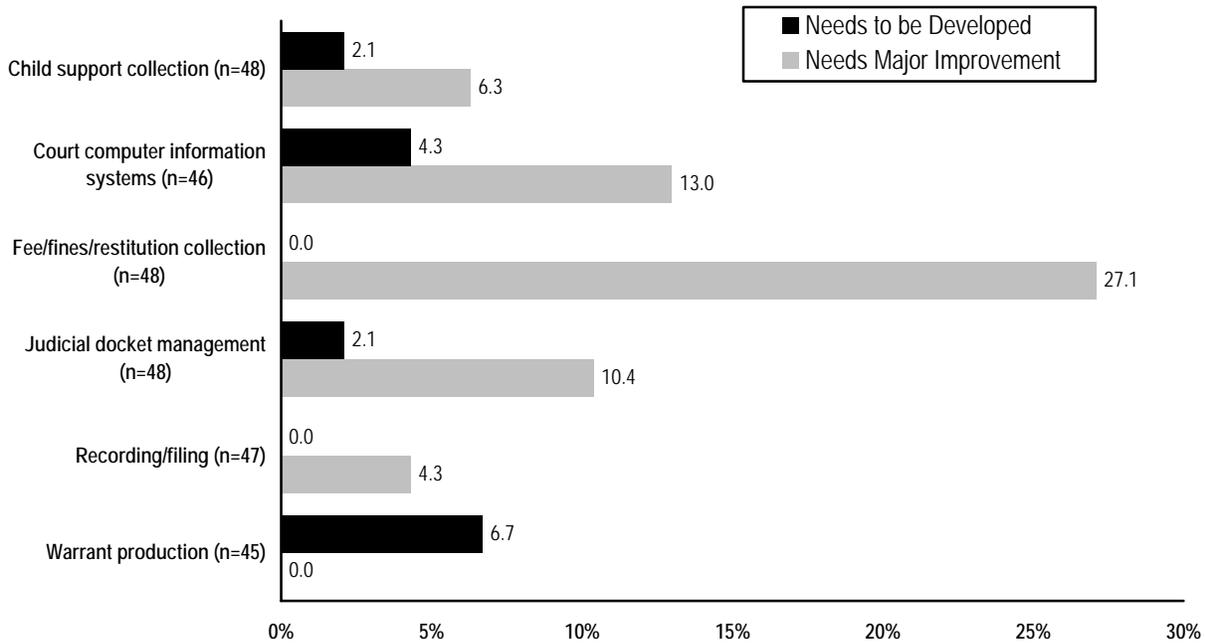
### Court Management Needs

Court clerks were asked to consider a list of six different court management areas and indicate the level of need for improvement in their office or whether their offices needed to develop a particular court management area. **Figure CC.7** shows the results for respondents rating areas as 'Needs Major Improvement' or 'Needs to be Developed'.

- Over one quarter (27.1%) rated *Fee/fines/restitution collection* as the dominant need area for improvement, followed by *court computer information systems* (13%) and *judicial docket management* (10.4%).
- Only 6.3% believed that *child support collection* was an area that needs major improvement, and only 4.3% rated *recording/filing* this way. None of the court clerks surveyed ranked *warrant production* as needing major improvement.
- Nearly two thirds of respondents (64.6%) did not rate any of the court management areas listed as needing major improvement. A further 16.7% rated only one of the areas as requiring development attention.
- The majority of court clerks surveyed (87.5%) did not believe any of the six areas needed to be developed in their office.

**% COURT MANAGEMENT AREAS RATED 'NEEDS MAJOR IMPROVEMENT' OR 'NEEDS TO BE DEVELOPED'**

**Figure CC.7**



'n=' denotes the total number of respondents for each item and was the denominator used to calculate the associated percentage.

The survey questionnaire provided an opportunity for respondents to comment on any particular management needs in their office. While only a few further elaborated, comments appeared to center on particular frustrations, "...judicial document management with no regard or knowledge of effect to clerks workload", "...list of fees collected and distributed is too cumbersome", and "...calls need modification...". Some provided comments regarding specific areas of court management. For example, "... If warrant quashes were produced electronically, it would move through the system a lot quicker resulting in less errors and individuals not being falsely arrested or arresting them promptly for public safety concerns".

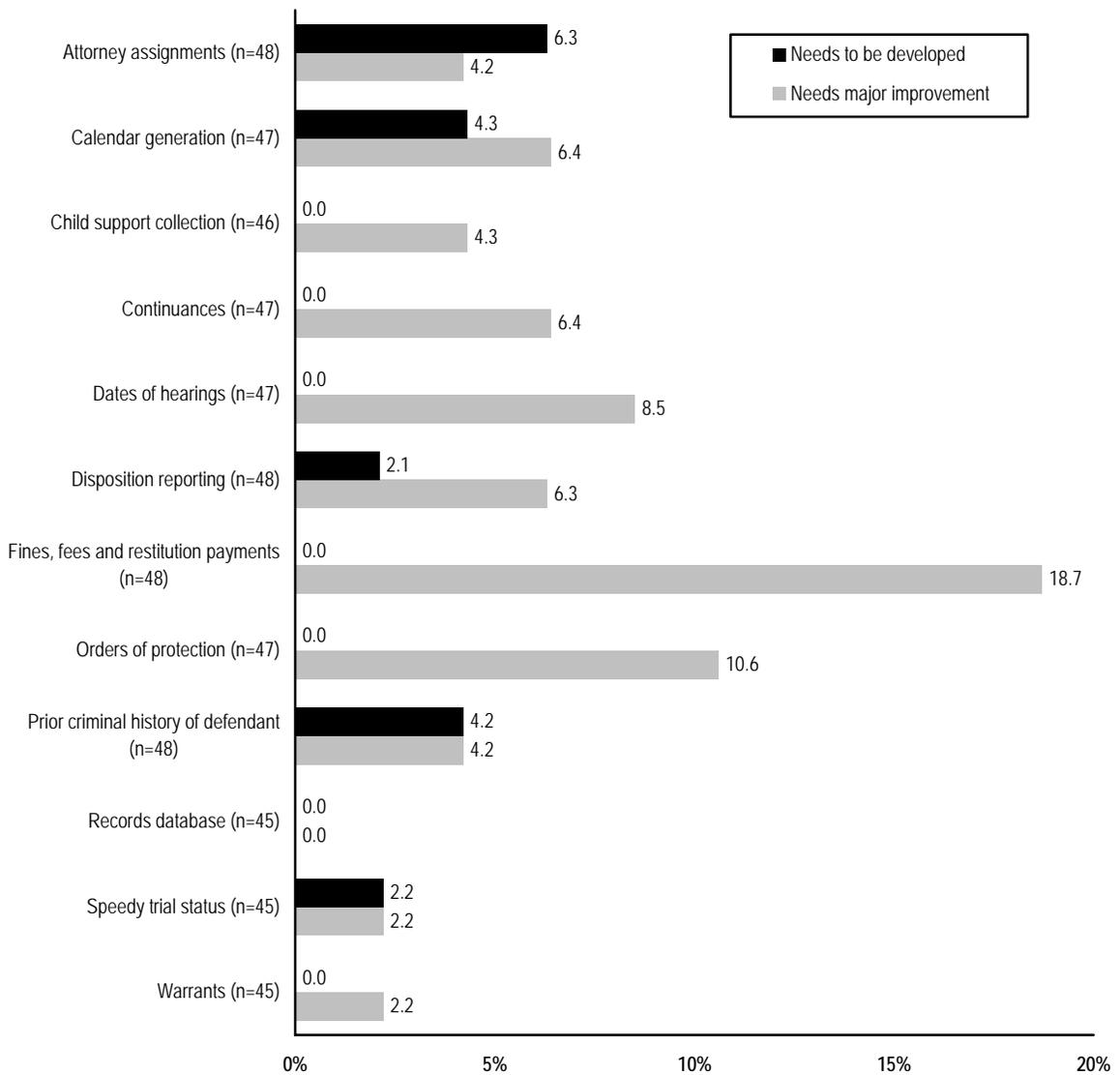
### Management Information Systems

Similar to the section on court management areas, respondents were asked whether particular automated information systems or system modules required improvement or needed to be developed within their offices. Figure CC.8 shows those rated as 'Needs Major Improvement' or 'Needs to be Developed'.

- *Fines, fees and restitution payments* were most often identified as needing major improvement (18.7%) followed by *orders of protection* (10.6%). All other systems/modules in the list received less than 10%.
- More than half (54.2%) of respondents did not rate any of the systems/modules as needing major improvement, and a further 31.3% only rated one area.
- The majority of court clerks (89.6%) surveyed did not feel that any of the systems/modules needed to be developed in their office.

**% MANAGEMENT INFORMATION SYSTEMS OR SYSTEM MODULES 'NEEDS MAJOR IMPROVEMENT' OR 'NEEDS TO BE DEVELOPED'**

**Figure CC.8**



'n=' denotes the total number of respondents for each item and was the denominator used to calculate the associated percentage.

In terms of particular needs in management information systems, a few specific examples were provided such as,... *"court scheduling program needs to be improved and consistent with the request of judiciary"*. Others gave broader thoughts concerning their system needs,... *"information is too fragmented in this state"* and *"statewide information sharing would be helpful"*. There were also several comments regarding software training,... *"JIMS system in place is adequate, but no time for training or implementation to use more of the available features"*, *"...just need a manual for the software"*, and *"...need better integration of software among all of the justice agencies...electronic filings would be a major accomplishment"*.

### Linkages with Other Criminal Justice Automated Information Systems

Of the respondents to the court clerk's survey, 40.5% reported that their system(s) was linked to other criminal justice automated information systems.

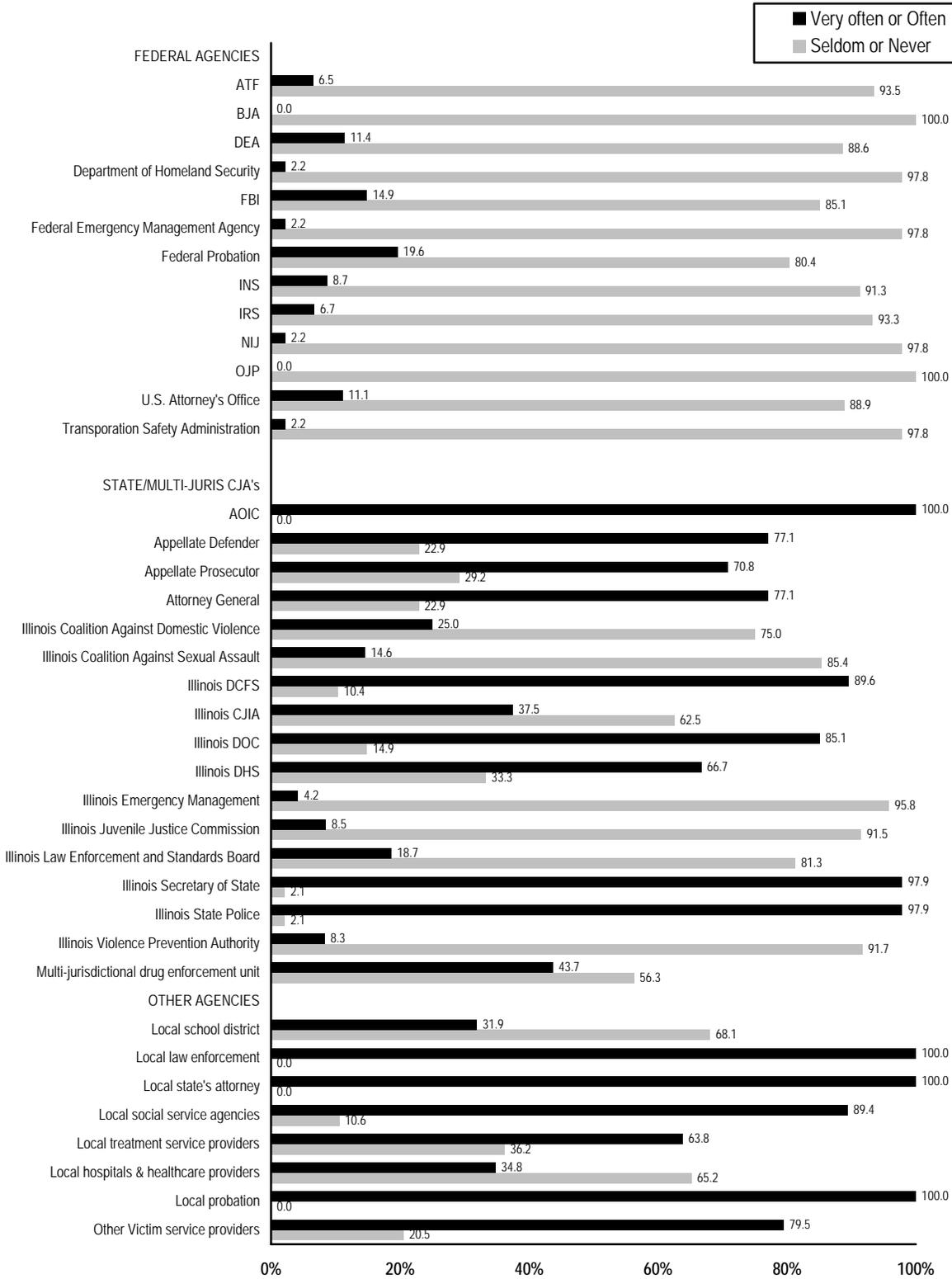
### Level of Work and Cooperation with Agencies

The final issue surveyed for court clerks' operations and procedures was the frequency of work with federal agencies, state/multi-jurisdictional criminal justice agencies and other agencies. Responses were grouped into categories of 'Very Often/Often' or 'Seldom/Never'. **Figure CC.9** shows the results.

- A fairly low percentage of respondents indicated they worked regularly with federal agencies – *Federal Probation* (19.6%), *FBI* (14.9%), *DEA* (11.4%) and *U.S. Attorney's Office* (11.1%).
- There was a large range in working with state/multi-jurisdictional criminal justice agencies – the *Administrative Office of the Illinois Courts* (100%), *Illinois State Police* (97.9%), *Illinois Secretary of State* (97.9%), *Illinois Department of Children and Family Services* (89.6%) and *Illinois Department of Corrections* (85.1%) were most frequently listed as regular working partners.
- There was also variation noted in working "often" with other agencies. While all respondents indicated they frequently worked with *Local Law Enforcement*, *Local Probation* and *Local State's Attorney*, only about one third reported frequent work with *Local School Districts* (31.9%) and *Local Hospitals and Healthcare Providers* (34.8%).

**% FREQUENCY OF WORKING WITH AGENCIES**

**Figure CC.9**



'n=' denotes the total number of respondents for each item and was the denominator used to calculate the associated percentage.

## Research and Evaluation

The final section of the survey asked court clerks to list topics or programs that they believe should be priorities for future research or evaluation. Few respondents identified areas in this category. Of the court clerks that offered suggestions, the areas listed were *"interactive warrants"*, *"electronic filing"*, and *"justice agency integration"*.

SECTION

# DCA Detention Center Administrators' Results

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## Introduction

The questionnaire for detention center administrators collected information across five broad areas – Background, Juvenile Detention Center and Population, Staffing, Operations & Procedures, and Research and Evaluation. The State-level findings are highlighted in this section and we identify results that may have implications for policies and programs. There are no county classification level data presented in **Appendix A** because sample size of this group (11) was too small to warrant further breakdown of the data.

## Background

Basic background information was collected including operating budget, population statistics, expansion indicators, and employee statistics.

- Average annual operating budget for the current fiscal year was close to \$2.4 million (SD=\$1.2 million, Median=\$1.9 million), ranging from \$1.2 to \$4.3 million.
- The average **annual** admissions for 2004 (or most recent year available) was 565.1 (SD=324.1, Median=560.0), ranging from 204 and a high of 1,140.
- The average **daily** population was 34.5 (SD=17.8, Median=33.0); range=12 to 65.
- The bed capacity of the sites responding to this survey ranged from 14 to 80 beds (Mean=50.1 (SD=23.1), Median=48.5).
- The average total capital budget for detention center construction or renovations over the three years preceding this survey was \$38,750 (SD=\$105,619), with a range of \$0 to \$300,000.
- Over the three years preceding this survey, an average of 1.3 bed spaces (SD=3.5) had been added through construction or renovation, with a range of 0 to 10.
- On average, 42.1 FTE employees (SD=16.7) worked in the centers in 2004 (or most recent year available). (Median=40.0, Range=22 to 66).
- Respondents reported that on average only 1% of staff were contractual hires (SD=1.8, range=0 to 5).

## Juvenile Detention Center and Population

The first section focused on information related to juvenile detention centers and population (e.g., population breakdown and statistics, detention alternatives, drug use and violence, and problems in detention centers).

### Detention Center Population

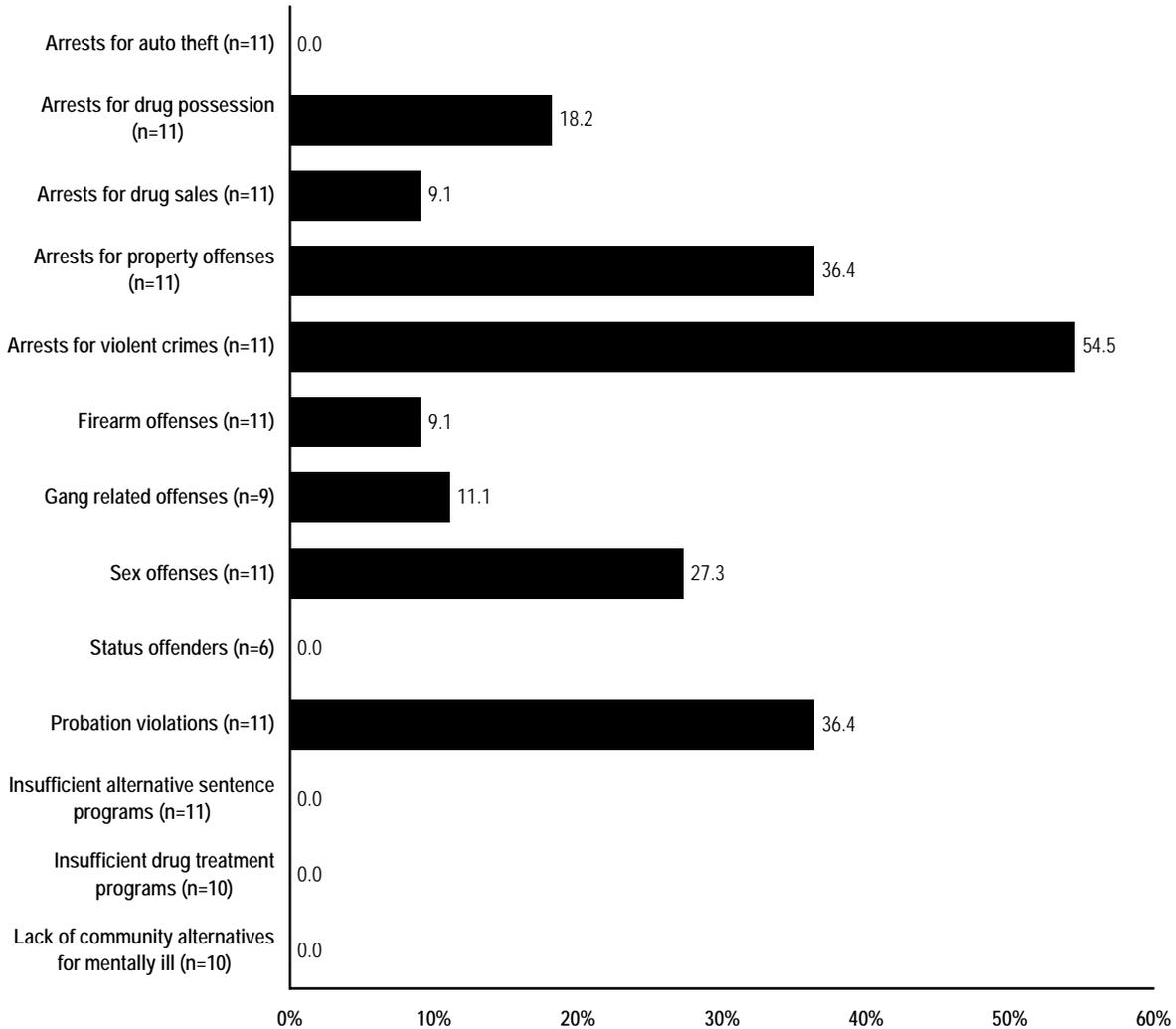
When asked about their average daily population (ADP), 90.9% of respondents reported that it was "less than 100% of rate capacity", while the remaining 9.1% reported their ADP to be "131-150% of rated capacity". On average, 70.6% of the ADP was pre-adjudicatory and 28.4% of the ADP was post-adjudicatory. Respondents reported that an average of 18.8% of the population they managed were held on contract from other jurisdictions (SD=10.3; Median=3.0; range=0 to 27). Also of interest was the finding that an average of 18.4% of populations were female.

Information was gathered to provide a better understanding of the impact of various factors on detention populations. Respondents were asked to rate the extent that each contributed to detention center populations (i.e., 'Not a Contributor', 'Moderate Contributor', 'Major Contributor'). **Figure DCA.1** shows the results for specific population contributors that were rated as being 'Major Contributors'.

- Most frequently rated as major contributors were *arrests for violent crimes* (54.5%), *arrests for property offenses* (36.4%) and *probation violations* (36.4%).
- A number of the listed factors were not rated as major contributors to population by ANY (0%) of the respondents – *arrests for auto theft*, *status offenders*, *insufficient alternative sentence programs*, *insufficient drug treatment programs*, and *lack of community alternatives for mentally ill*.
- More than one-third (36.4%) of respondents rated four of the topics in the list as major contributors to population, while only 9.1% rated none of the topics as major contributors to population.

**% RATED AS 'MAJOR CONTRIBUTOR' TO DETENTION CENTER POPULATION**

**Figure DCA.1**



'n=' denotes the total number of respondents for each item and was the denominator used to calculate the associated percentage.

When asked to comment on the contributors that create particular population problems for their centers, the primary topic of concern was mental health population. The majority of respondents raised concern over mental health issues, pointing to problems such as the *"lack of mental health facilities"*, or the notion that *"residents with serious mental health problems are few in numbers however cause a lot of resources to be used"* or the problem of *"difficult getting mental health medication refilled"*. Also, a small number of detention center administrators relayed that... *"aggravated battery to school personnel and domestic battery account for a big portion of police referrals... these offenses are automatic holds according to our current screening criteria"*.

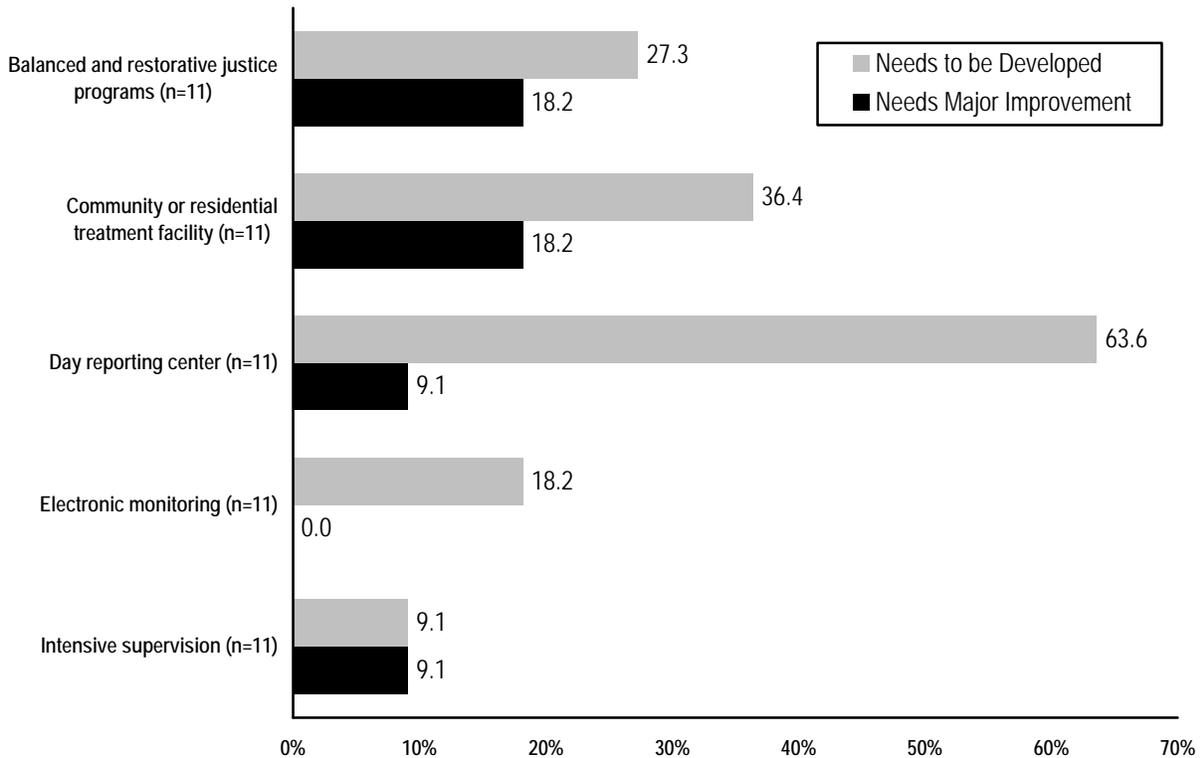
## Detention Alternatives

Respondents were also asked to review a short list of alternatives to detention and rate whether improvement was needed in each area; by selecting "needs little or no improvement", "needs moderate improvement", "needs major improvement", "needs to be developed", or simply "do not need". **Figure DCA.2** shows the detention alternatives that were rated "needs major improvement" or "needs to be developed".

- 63.6% did not rate any of the five alternatives as needing major improvement.
- The two alternatives most in need of major improvement were *balanced and restorative justice programs* (18.2%), and *community or residential treatment facility* (18.2%).
- Nearly two thirds (63.6%) rated *day reporting center* as an alternative which needed to be developed, followed by *community or residential treatment facility* (36.4%).

**% DETENTION ALTERNATIVES RATED 'NEEDS MAJOR IMPROVEMENT' OR 'NEEDS TO BE DEVELOPED'**

**Figure DCA.2**



'n=' denotes the total number of respondents for each item and was the denominator used to calculate the associated percentage.

When asked to elaborate on any particular needs or problems regarding alternatives to detention, a few comments were made, including... *"In the rural communities, there is not enough funding to create the proper alternatives to detention"; "cooperation to begin and most importantly implement detention alternatives is a pressing need"; and "We have very little available as an alternative to using detention".*

One individual also provided this insight: *"Our jurisdiction is going to fund some detention alternatives through the local mental health board that will require the service providing agencies to collaborate directly with detention and court service... to enhance the working relationship between those who are being funded to provide services to our population and our department. The intent is to provide responsible alternatives that are data-driven and can demonstrate effective outcomes".*

### Illicit Drug Use and Violence

The survey also elicited views on the impact of certain actions for reducing drug use or violence. **Figure DCA.3** shows the results.

- The majority of respondents felt that five of the seven actions would reduce illicit drug use - *better employment opportunities* (90.9%), *increased offender monitoring* (90.9%), *more drug treatment availability* (81.8%), *more youth prevention programs* (81.8%) and *better educational opportunities* (81.8%).
- Three of these same factors were also the most frequently rated as actions that also had potential for reducing violence - *better educational opportunities* (100%), *better employment opportunities* (80.0%), and *increased offender monitoring* (80.0%).
- *More arrests/prosecutions* and *more severe punishments* were the least rated for reducing either illicit drug use or reducing violence.

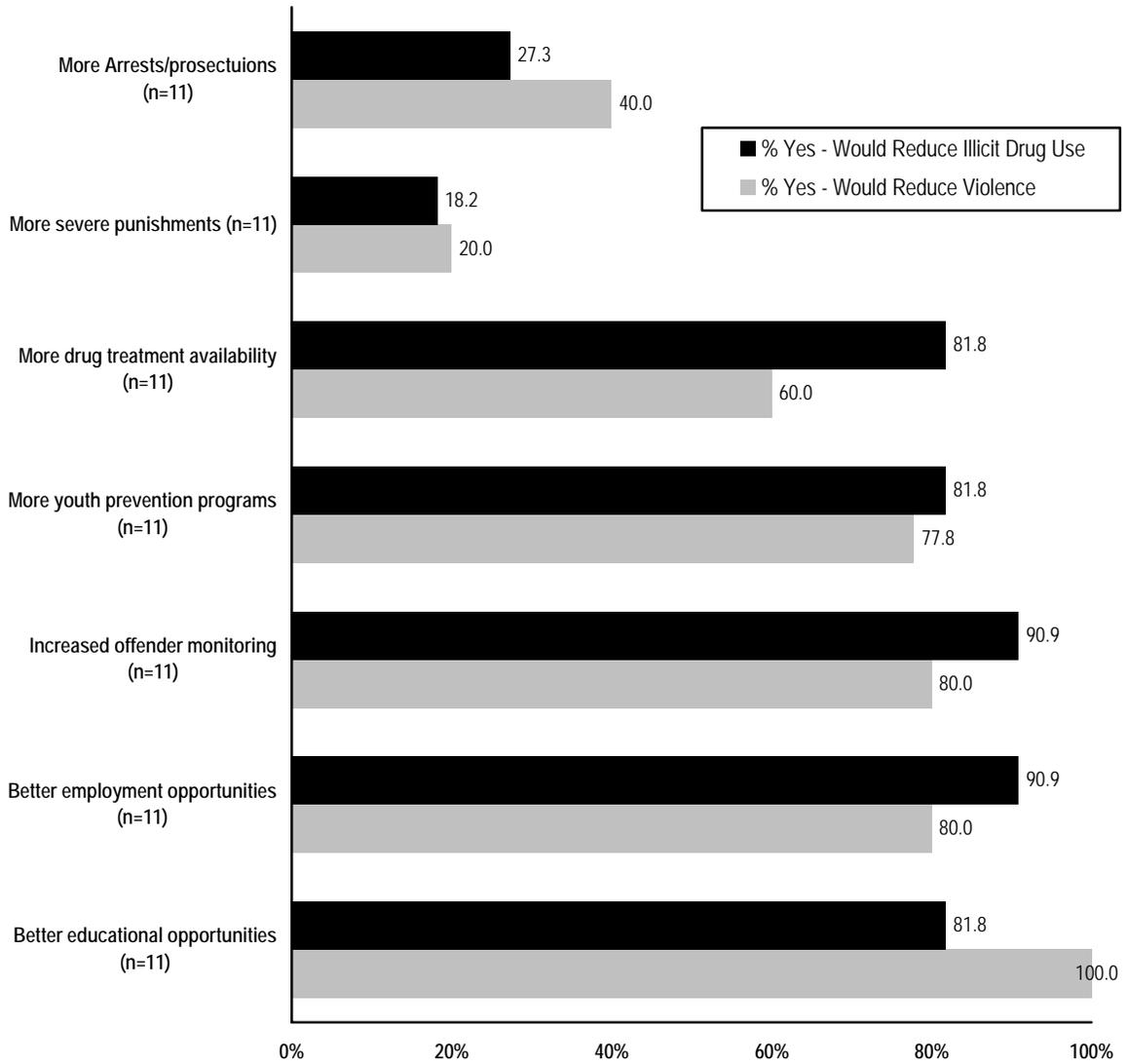
### Problems Affecting Detention Center Administrators' Jurisdictions

Respondents were asked to rate 14 problems in terms of whether they were 'Getting Worse', 'Staying the Same' or 'Improving'. **Figure DCA.4** shows the proportion of respondents that rated each problem as either getting worse or improving.

- *Domestic violence* (63.6%), *school violence* (45.5%), *illegal use of firearms* (36.4%), and *illicit drug use/alcohol use* (36.4%) were the problems most commonly rated as getting worse.
- A minority of respondents rated the problems of *gangs* (18.2%), *juvenile crime* (18.2%), and *violence in general* (9.1%) as improving.
- 27.3% rated five or more of the 14 problems listed as getting worse.

**% ACTION WOULD REDUCE ILLICIT DRUG USE AND/OR VIOLENCE**

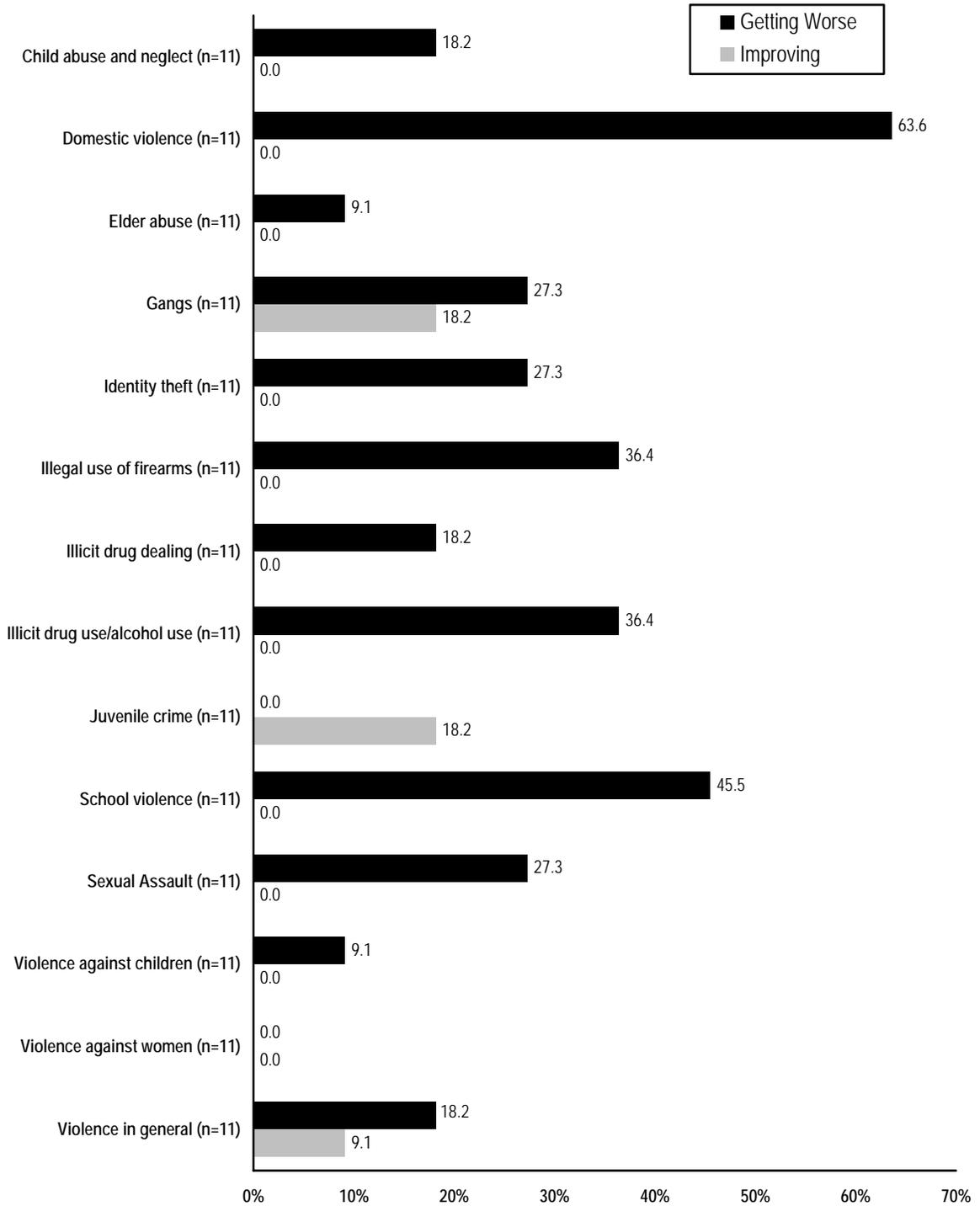
**Figure DCA.3**



'n=' denotes the total number of respondents for each item and was the denominator used to calculate the associated percentage.

**% PROBLEMS ARE GETTING WORSE OR IMPROVING**

**Figure DCA.4**



'n=' denotes the total number of respondents for each item and was the denominator used to calculate the associated percentage.

## Staffing

The second section of the detention center administrator's questionnaire collected information on staffing, including the need to increase staffing for particular positions, factors related to staff retention and staff training priorities.

### Number of Staff

Survey respondents were asked to consider 11 different staff positions and indicate where increases were required or positions needed to be developed within their department. **Figure DCA.5** shows those rated as 'Major Increase Needed' or 'Needs to be Developed'.

- *Number of detention officers* (40.0%) was most often identified as needing a major increase followed by *number of mental health professionals* (30.0%).
- *Number of substance abuse counselors* (22.2%) and *number of program personnel* (18.2%) were the most frequently rated positions that were perceived as needing to be developed.
- There were many staffing positions that were rarely rated as either needed major increases OR needing development (see the figure below).
- Nearly half (45.5%) reported that none of the positions needed a major increase in the number of staff while 72.7% indicated that none of the positions needed to be developed within their department.

### Retention Factors

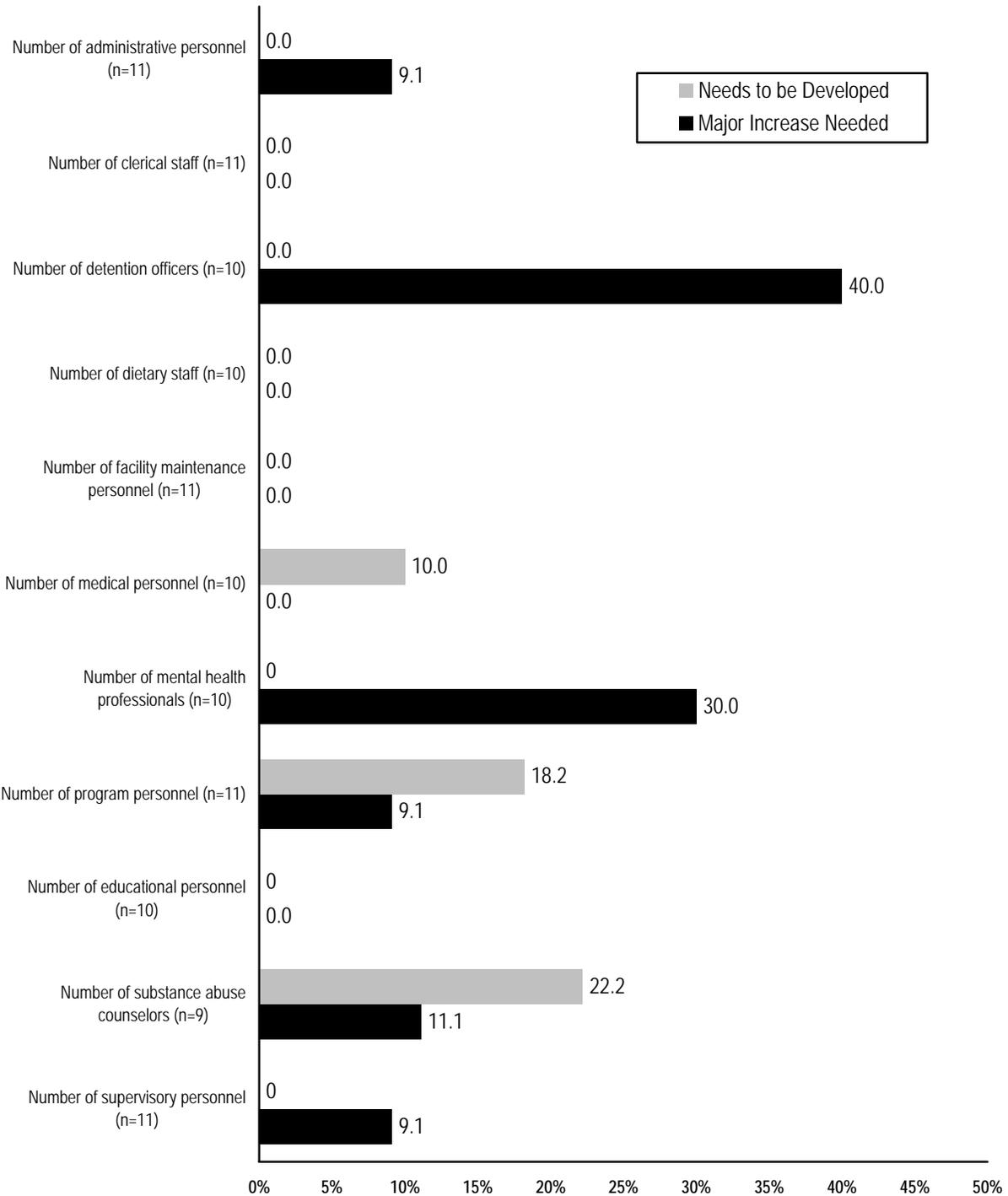
The survey questionnaire also listed 13 factors that may contribute to problems retaining staff. Respondents were asked to rate the extent that each contributed to retention problems. **Figure DCA.6** shows the percentage identified as a 'Major Contributor'.

- *Shift work requirements* (72.7%) and *budget reductions* (45.5%) were the two most commonly identified as major contributors to problems retaining staff.
- A minority of probation officials rated *competition from other agencies*, *overtime work* and *staff morale* (all under 10%) as major contributors to loss of staff.

When asked to comment on recruitment and retention, one respondent offered, "We have had favorable retention of employees, and most had excellent morale until the last couple of years when positions have been vacant due to attrition required due to hiring freezes imposed by the county and state. The staff are unable to give the residents the level of individual attention necessary to assist them in making meaningful changes in their lives."

**% STAFF POSITIONS 'MAJOR INCREASE NEEDED' OR 'NEEDS TO BE DEVELOPED'**

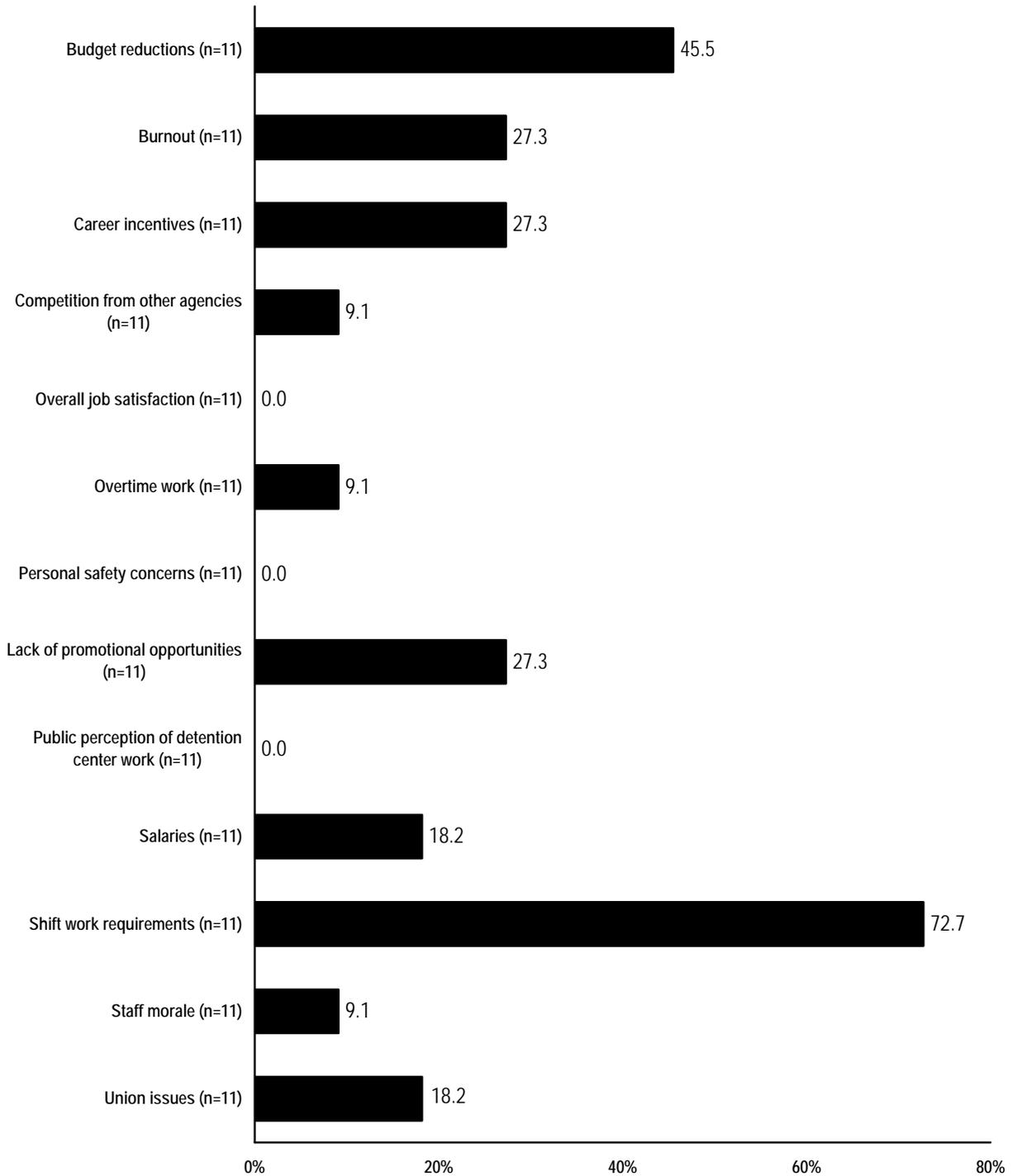
**Figure DCA.5**



'n=' denotes the total number of respondents for each item and was the denominator used to calculate the associated percentage.

**% RETENTION FACTORS RATED AS 'MAJOR CONTRIBUTOR' TO PROBLEMS  
RETAINING STAFF**

**Figure DCA.6**



'n=' denotes the total number of respondents for each item and was the denominator used to calculate the associated percentage.

## Staff Training

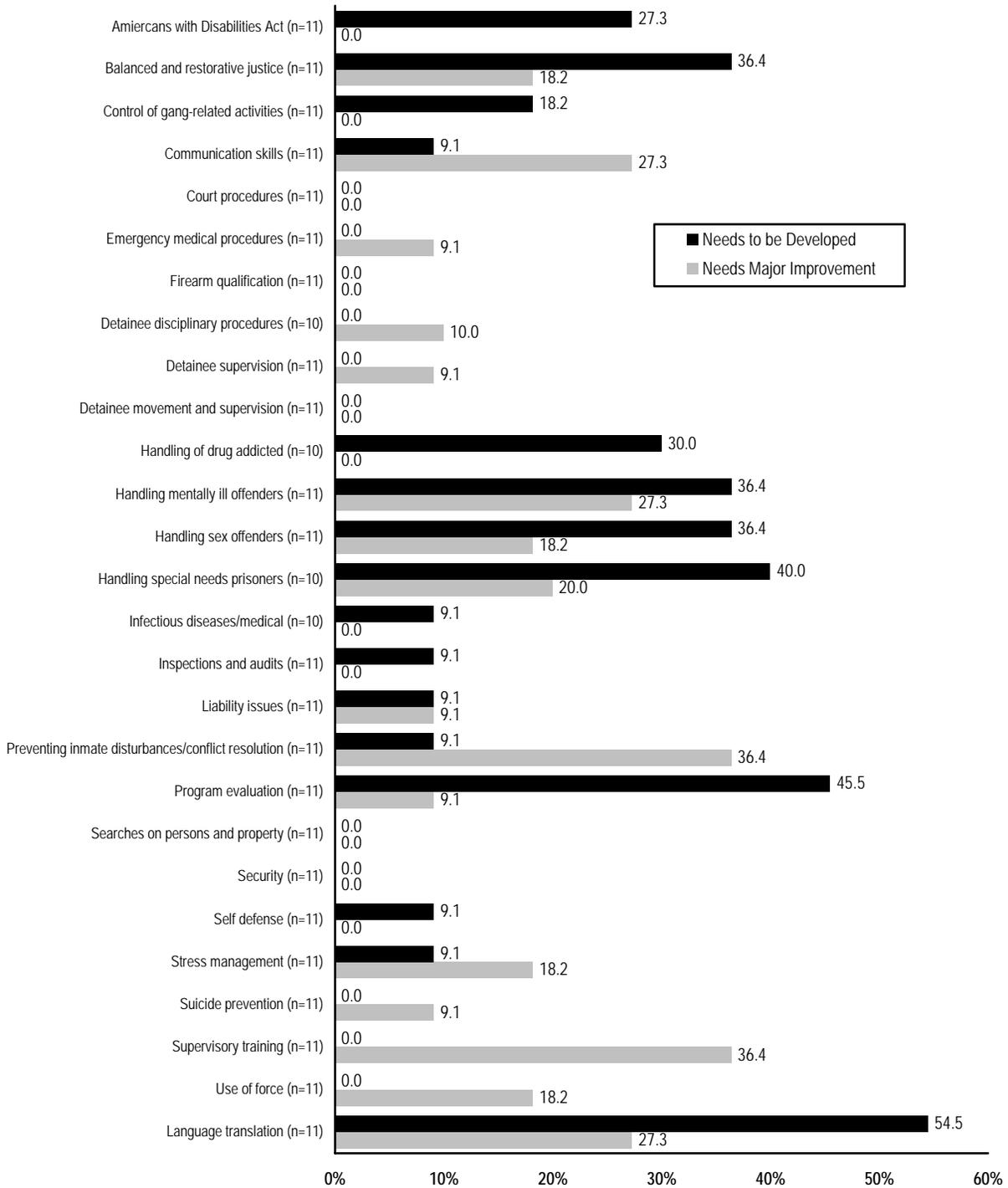
Information was collected on a total of 28 staff training areas and for each, detention center administrators were asked to rate whether improvement was required or whether the area needed to be developed. **Figure DCA.7** shows those areas identified as 'Needs Major Improvement' or 'Needs to be Developed'.

- Generally, a low percentage of the training areas were rated as needing major improvement. Only two areas were identified by more than one-third of respondents - *preventing inmate disturbances/conflict resolution* (36.4%), and *supervisory training* (36.4%).
- Nearly one-fifth (18.2%) did not feel major improvement was necessary for any of the training areas, and an additional 54.5% felt that less than three areas were in need of major improvement.
- Areas needing development were identified with greater frequency - *language translation* (54.5%), *program evaluation* (45.5%), *handling special needs prisoners* (40.0%), *balanced and restorative justice* (36.4%), *handling mentally ill offenders* (36.4%), and *handling sex offenders* (36.4%).
- Despite these fairly substantial numbers reporting need for development in selected staff training areas, more than one-third (36.4%) of respondents did not rate any of the list of training areas as needing development.

Given the importance of staff training, detention center administrators were asked to more broadly comment on particular training needs in their department. There were surprisingly only three comments,... "*We are way behind the curve in balanced and restorative justice. However, we are attempting to involve our staff in any training offered*"; "*It is difficult to coordinate the day-to-day training and professional development of staff when we are continually understaffed due to budget difficulties*"; and "*program evaluation would in-and-of-itself be an excellent starting point*".

**% TRAINING AREAS 'NEEDS MAJOR IMPROVEMENT' OR 'NEEDS TO BE DEVELOPED'**

**Figure DCA.7**



'n=' denotes the total number of respondents for each item and was the denominator used to calculate the associated percentage.

## Operations and Procedures

The third section of the detention center administrators questionnaire focused on a wide range of operations and procedures, including facility design areas, detention center security, detainee classification, general medical services, programs, contracted services, management information systems or system modules, and levels of work and cooperation with various agencies.

### Facility Design Areas

Respondents were asked to examine a list of 10 facility design areas and to indicate whether improvements were needed. **Figure DCA.8** shows those rated as 'Needs Major Improvement' or 'Needs to be Developed'.

- Overall, nearly two-thirds (63.6%) of respondents felt that none of the facility design areas were in need of major improvement.
- *Meeting rooms for lawyers or family members* (50.0%), *program space* (25.0%), and *recreational/open areas* (25.0%) were the areas most commonly identified as needing major improvement.
- With respect to areas needing development, 81.8% felt that none of the facility design areas were in need of development. Only *housing separation for classification needs* (12.5%) and *space for special medical needs inmates* (12.5%) were rated as needing to be developed.

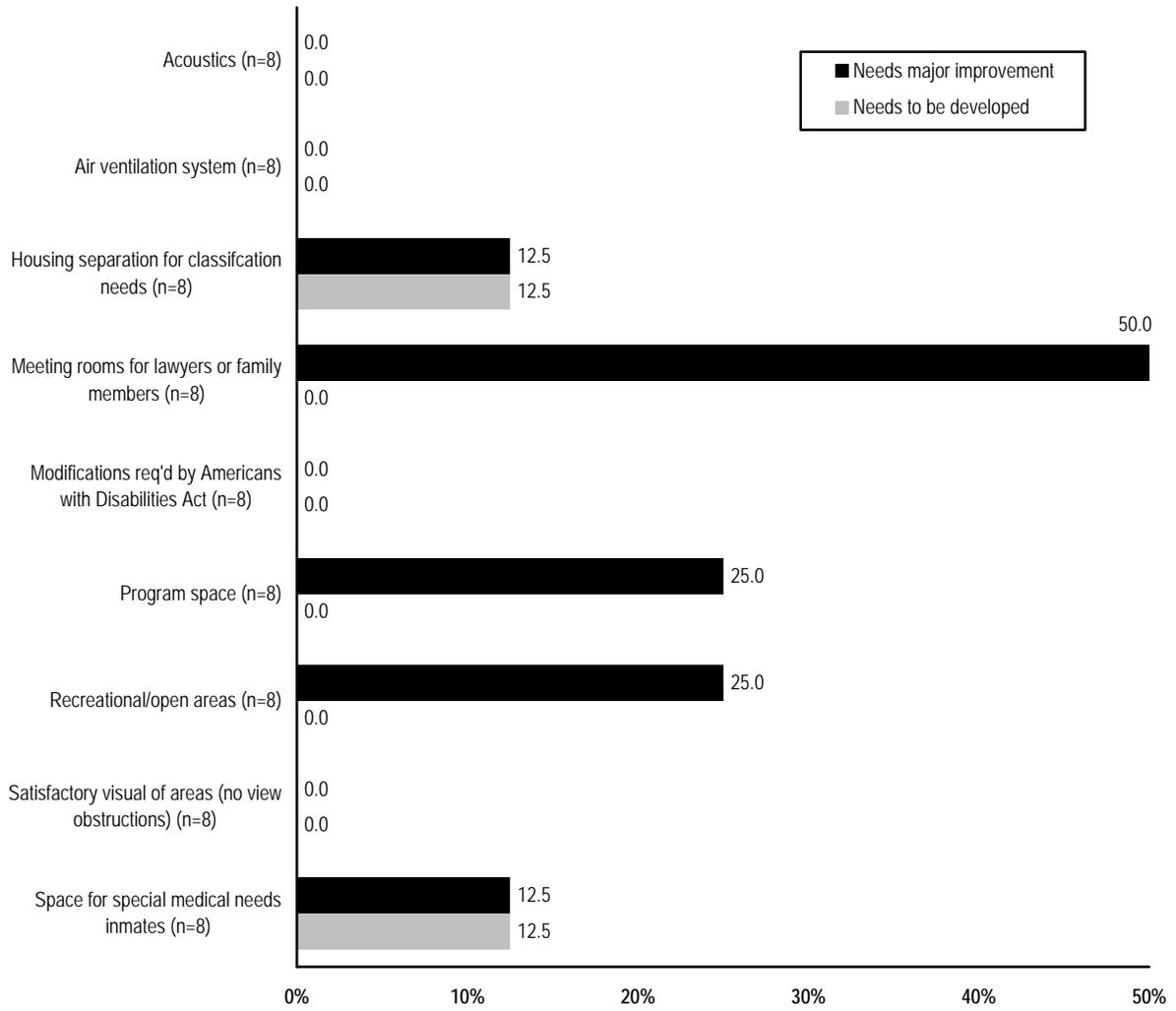
### Detention Center Security

Similar to facility design areas, respondents were also asked about security factors affecting the centers across the State. **Figure DCA.9** shows those rated as 'Needs Major Improvement' or 'Needs to be Developed'.

- Exactly half of respondents felt that none of the security factors were in need of major improvement.
- *Audio or visual electronic surveillance* (37.5%) was the only factor identified by more than one-third of administrators as needing major improvement.
- Nearly all respondents (87.5%) did not rate any of the security factors as needing to be developed. In fact, only *perimeter security* (12.5%) was rated by any of the survey respondents as a factor in need of development.

**% RATING FACILITY DESIGN AREAS AS 'NEEDS MAJOR IMPROVEMENT' OR 'NEEDS TO BE DEVELOPED'**

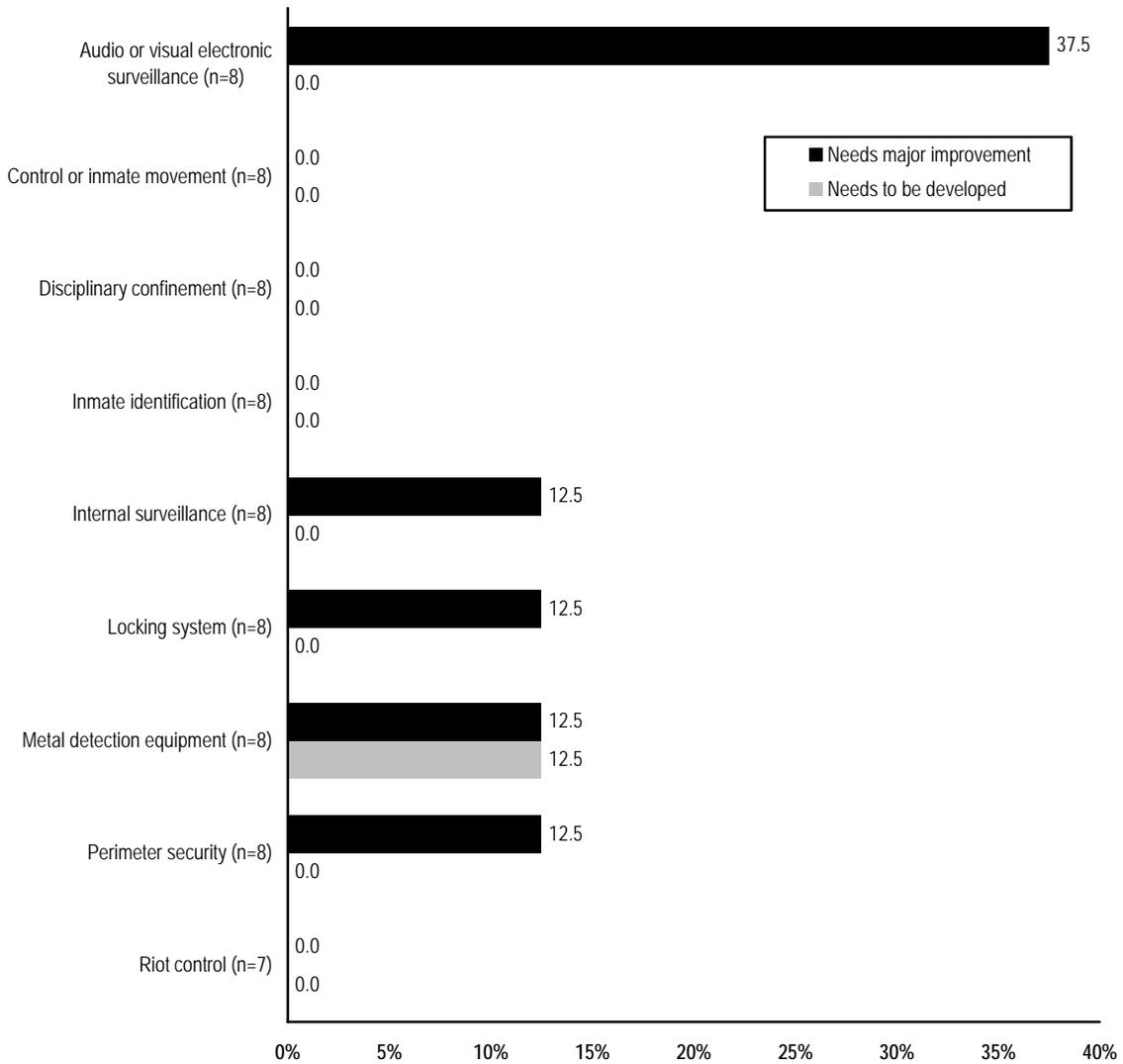
**Figure DCA.8**



'n=' denotes the total number of respondents for each item and was the denominator used to calculate the associated percentage.

**% SECURITY FACTORS RATED AS 'NEEDS MAJOR IMPROVEMENT' OR 'NEEDS TO BE DEVELOPED'**

**Figure DCA.9**



'n=' denotes the total number of respondents for each item and was the denominator used to calculate the associated percentage.

When asked to further elaborate on experiences with facility or security issues in their detention center, only two responses emerged... *"Our security system is out of date and needs a complete overhaul"* and *"Equipment replacement in a 2-5 year time frame is an issue"*.

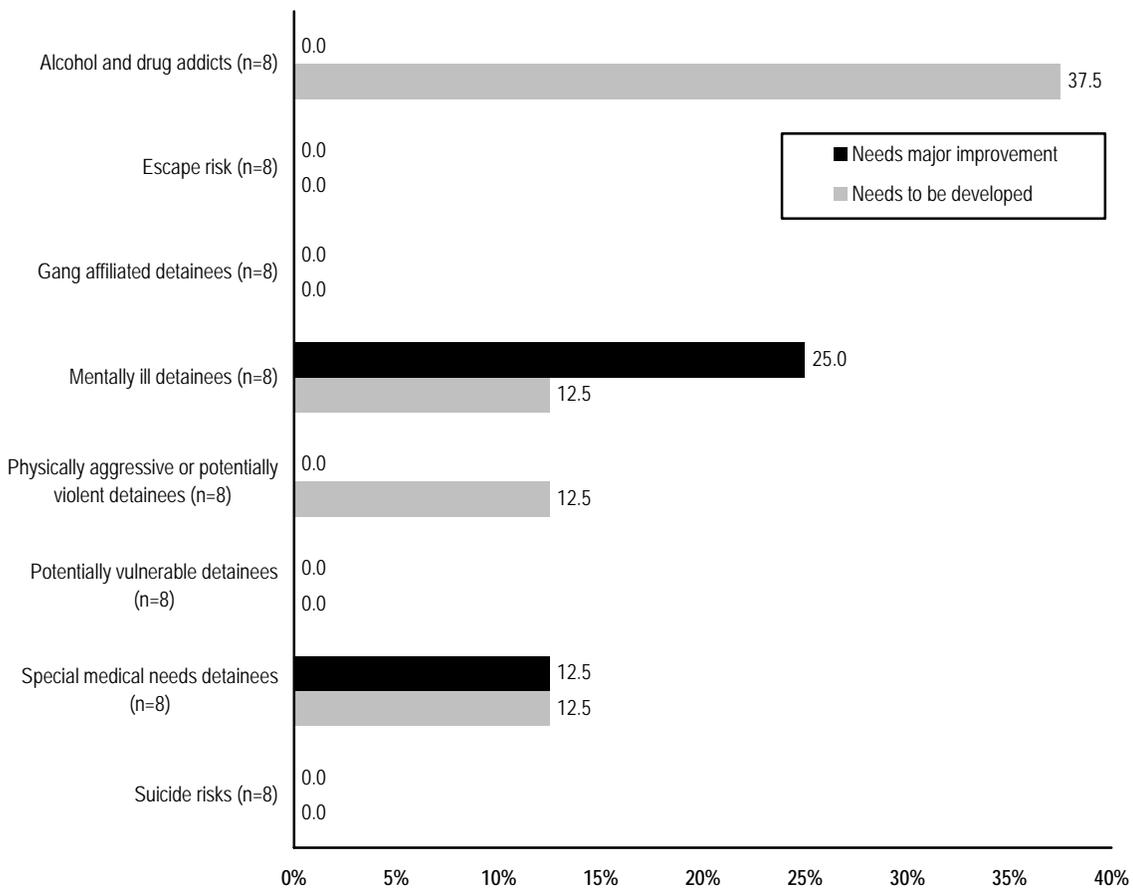
## Detainee Classification Areas

Administrators were also asked to indicate the extent to which separate physical space was needed for a variety of detainee classification areas. **Figure DCA.10** shows those rated as 'Needs Major Improvement' or 'Needs to be Developed'.

- *Mentally ill detainees* (25.0%) was the only area rated as 'needs major improvement' by more than one-quarter of respondents.
- 75% of respondents did not rate any of the detainee classification areas as being in need of major improvement.
- *Alcohol and drug addicts* (37.5%) was the only area rated 'needs to be developed' by more than one-third of respondents.
- Nearly two-thirds (62.5%) did not rate any of the areas as in need of development.

**% DETAINEE CLASSIFICATION AREAS RATED AS 'NEEDS MAJOR IMPROVEMENT' OR 'NEEDS TO BE DEVELOPED'**

**Figure DCA.10**



'n=' denotes the total number of respondents for each item and was the denominator used to calculate the associated percentage.

In terms of particular classification needs in their facility, two specific examples were provided... *"we seem to be getting more Mental Health kids than in the past"*, and *"we do not use 'classification' for assigning residents to living spaces"*.

### General Medical Services

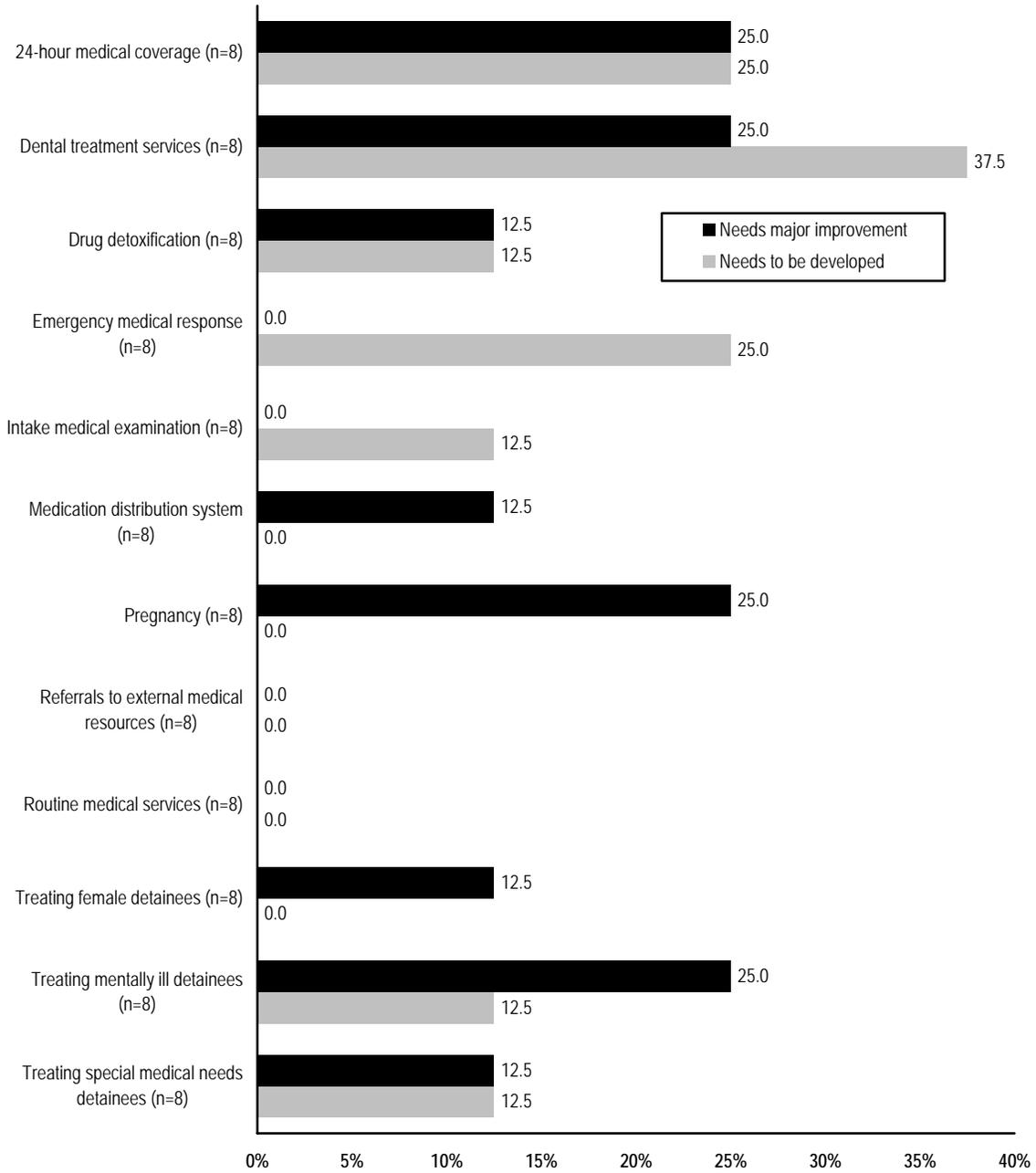
Detention center administrators were also asked to consider a list of general medical services, and rate the level of improvement or need for each. **Figure DCA.11** shows those rated as 'Needs Major Improvement' or 'Needs to be Developed'.

- *24-hour medical coverage, dental treatment services, pregnancy, and treating mentally ill detainees* were all identified as needing major improvement by exactly 25% of respondents.
- *Dental treatment services (37.5%) and emergency medical response (25.0%)* were the two services most commonly rated as needing to be developed.
- More than one-third (37.5%) did not feel that any of the services were in need of major improvement, and exactly 50% did not feel that any of the services needed to be developed in their center.

In terms of particular needs for medical services in their facility, specific examples were provided such as,... *"once again our biggest medical issues are with the mentally challenged clients"* and *"24-hour medical coordinator at the R.N. level is needed"*.

**% GENERAL MEDICAL SERVICES RATED AS 'NEEDS MAJOR IMPROVEMENT' OR 'NEEDS TO BE DEVELOPED'**

**Figure DCA.11**



'n=' denotes the total number of respondents for each item and was the denominator used to calculate the associated percentage.

## Programs

Another area targeted by this section of the survey was Programs. This question took the same approach as the previous topics in this section; respondents were asked to review a list of detainee programs and rate the level of improvement or need for each within their center. **Figure DCA.12** shows those rated as 'Needs Major Improvement' or 'Needs to be Developed'.

- Eight programs were rated as 'needs major improvement' by 14.3% of respondents, including *alcohol abuse treatment, balanced and restorative justice, counseling, drug abuse treatment, indoor recreation, mental health/counseling, parenting skills, and programs for females.*
- The three programs most commonly rated as 'needs to be developed' were *sex offender treatment (57.1%), parenting skills (42.9%) and balanced and restorative justice (28.6%).*
- The majority (71.4%) of respondents did not feel that any of the programs were in need of major improvement.
- However, 71.4% felt that at least one of the programs listed was in need of development.

Once again, additional comments regarding programming were only provided by two individuals,... *"The services marked 'needs little or no improvement' are grant-funded through adjunct personnel; if grants 'dry up', the services will stop. The facility budget cannot pick up additional costs"* and *"Sex offender training and treatment is provided by mental health agency"*.

## Contracted Services

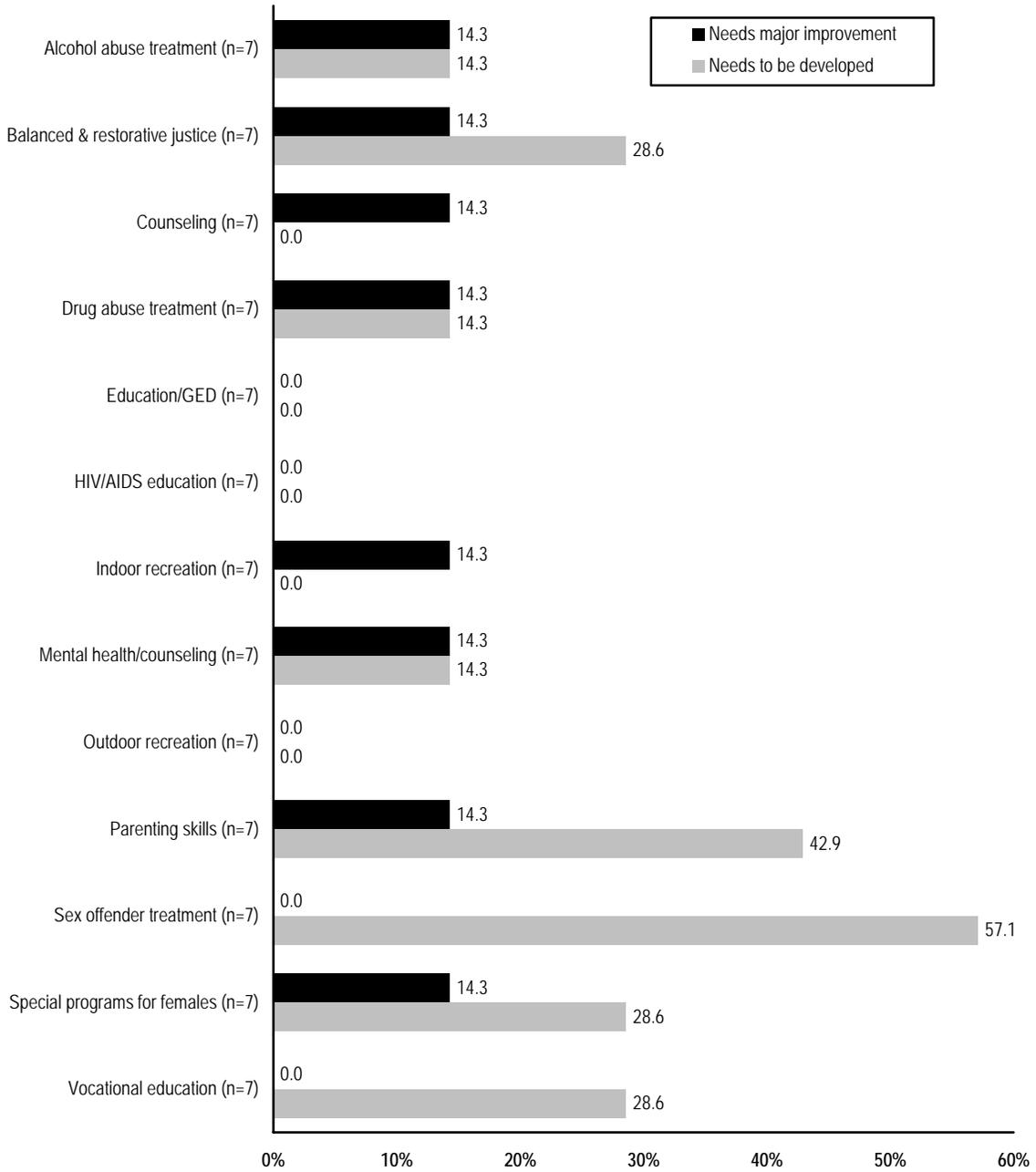
Next, respondents were asked the same of Contracted Services within their center. **Figure DCA.13** shows those rated as 'Needs Major Improvement' or 'Needs to be Developed'.

- Only three contracted services were rated as 'needs major improvement' by a minority of respondents – *mental health/specialized counseling (16.7%), education (14.3%) and transportation (14.3%).*
- The two most commonly rated as 'needs to be developed' were *prerelease services (57.1%) and substance abuse treatment (33.3%).*
- Nearly three-quarters (71.4%) did not feel that any of the contracted services were in need of major improvement compared with only 14.3% believing that none of the services were in need of development.

None of the respondents provided any comments when asked to elaborate on experiences with contracted services in their centers.

**% PROGRAMS RATED AS 'NEEDS MAJOR IMPROVEMENT' OR 'NEEDS TO BE DEVELOPED'**

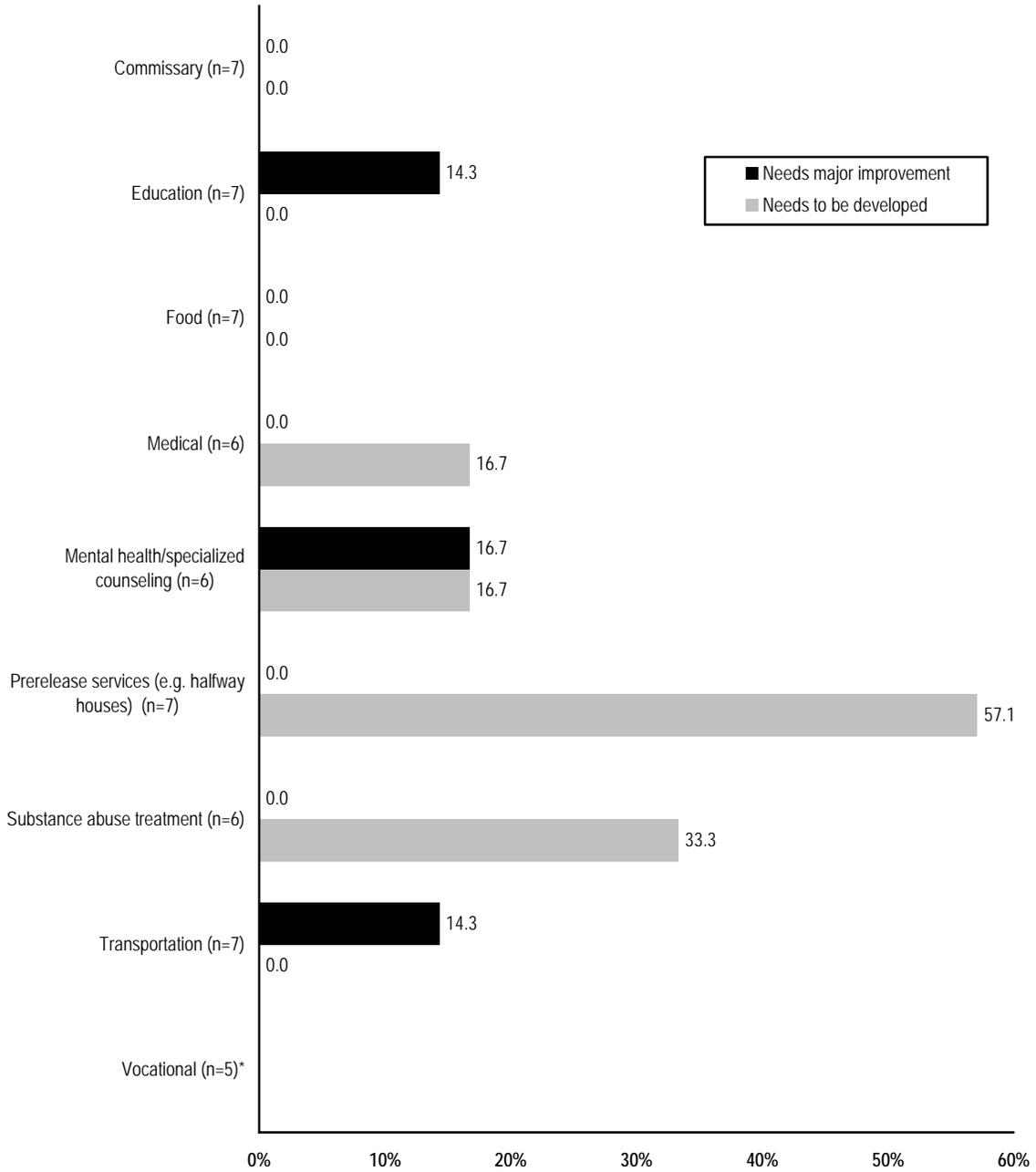
**Figure DCA.12**



'n=' denotes the total number of respondents for each item and was the denominator used to calculate the associated percentage.

**% CONTRACTED SERVICES RATED AS 'NEEDS MAJOR IMPROVEMENT' OR 'NEEDS TO BE DEVELOPED'**

**Figure DCA.13**



'n=' denotes the total number of respondents for each item and was the denominator used to calculate the associated percentage.

\* Unable to report on findings with 'n' less than or equal to 5 (due to reasons of confidentiality and anonymity).

## Management Information Systems

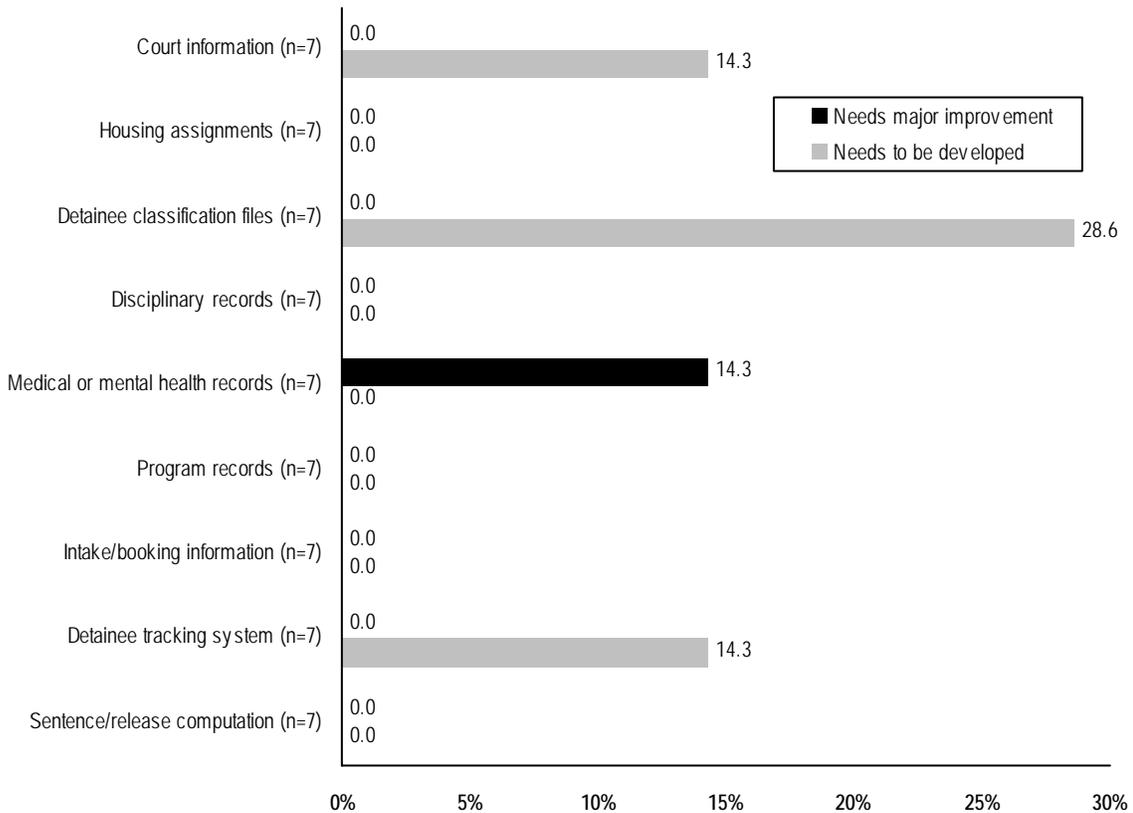
Survey respondents were asked whether particular automated information systems or system modules required improvement or needed to be developed within their departments. **Figure DCA.14** shows the components rated as 'Needs Major Improvement' or 'Needs to be Developed'.

- The majority (85.7%) did not rate any systems/modules as 'needs major improvement'. Only *medical or mental health records* (14.3%) were rated as such.
- Similarly, 71.4% did not rate any systems/modules as 'needs to be developed'. Only three systems/modules were rated as 'needs to be developed' – *detainee classification files* (28.6%), *court information* (14.3%) and *detainee tracking system* (14.3%).

With respect to comments in this area, one respondent reported that *"the 'Tracker' system is not 'Windows'-based, but 'DOS'-based. It works but definitely needs to be updated"*.

**% AUTOMATED INFORMATION SYSTEMS OF SYSTEM MODULES RATED AS 'NEEDS MAJOR IMPROVEMENT' OR 'NEEDS TO BE DEVELOPED'**

**Figure DCA.14**



'n=' denotes the total number of respondents for each item and was the denominator used to calculate the associated percentage.

## Linkages with Other Criminal Justice Automated Information Systems

The majority (85.7%) of respondents reported that their system(s) was linked to other criminal justice automated information systems.

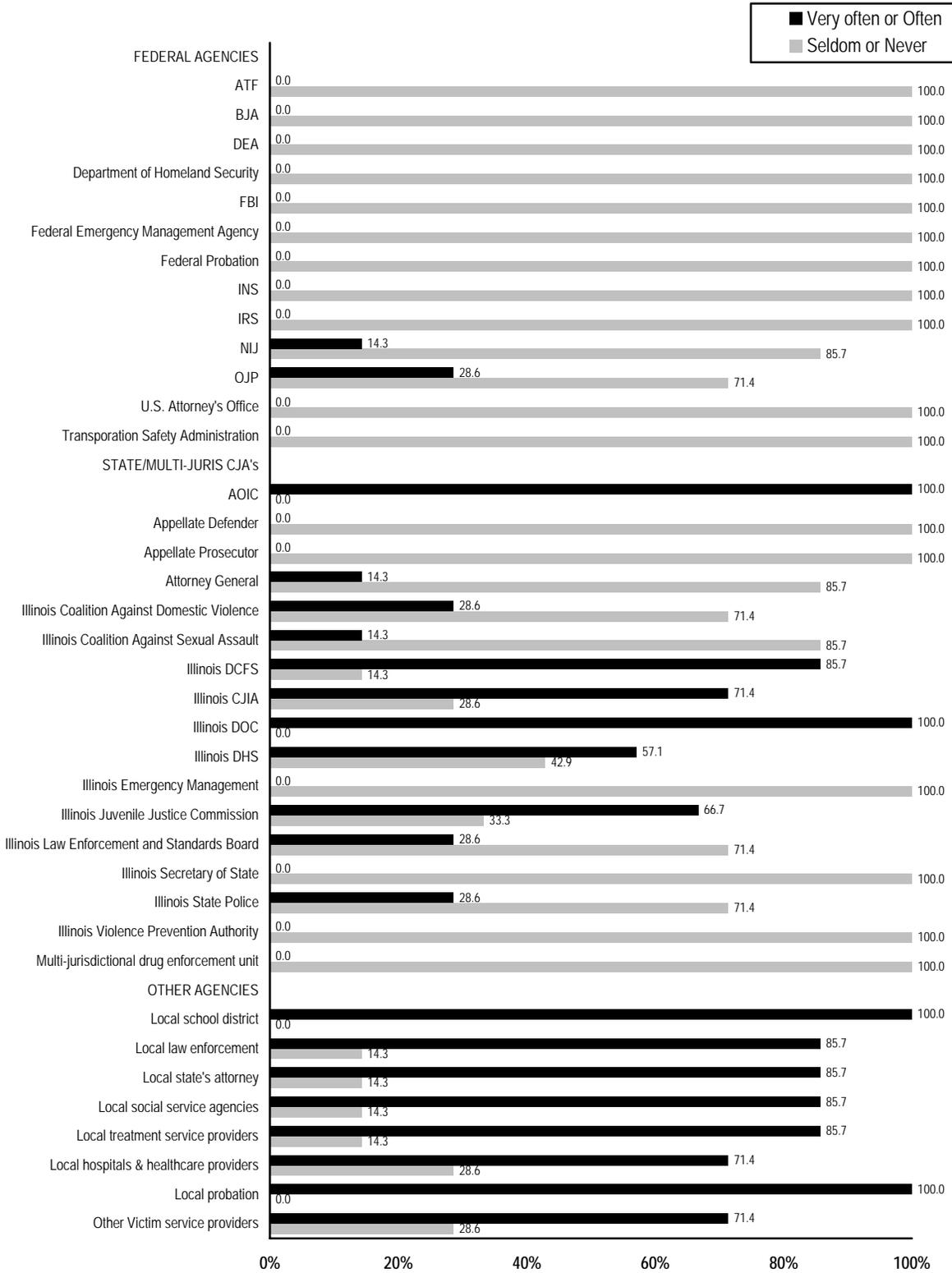
## Level of Work and Cooperation with Agencies

The final area of information that was collected in the operations and procedures section concerned the frequency of work with federal agencies, state/multi-jurisdictional criminal justice agencies and other agencies. Responses were grouped into categories of 'Very Often/Often' or 'Seldom/Never'. **Figure DCA.15** shows the results.

- A low percentage of respondents indicated they worked regularly with federal agencies; in fact only two federal agencies were identified by any respondents – *Office of Justice Programs* (28.6%) and *National Institute of Justice* (14.3%).
- There was a large range in working with state/multi-jurisdictional criminal justice agencies – the *Administrative Office of the Illinois Courts* (100%), *Illinois Department of Corrections* (100%) and *Illinois Department of Children and Family Services* (85.7%) were most frequently listed as agencies for which there was work on a regular basis.
- Less variation was noted in working with other agencies. More than 85% of detention center administrators surveyed indicated they frequently worked with the local agencies listed, with the exception of *local hospitals and healthcare providers* and *other victim service providers* (both with 71.4% indicating 'very often' or 'often' frequency of a working relationship).

**% FREQUENCY OF WORKING WITH AGENCIES**

**Figure DCA.15**



'n=' denotes the total number of respondents for each item and was the denominator used to calculate the associated percentage.

## Research and Evaluation

The final section of the solicited a list from detention center administrators about the topics or programs that they believe should be priorities for future research or evaluation. The list of topic or programs offered by respondents for this final section was lengthy:

- Programs for the Mentally Ill and Mental Health Issues
- Programs on how to best educate judges, State's Attorneys and Defense regarding evidence-based practices
- Program evaluation and software training
- Heroin and drug use teenagers – serious health and developmental problems
- Grants for facility improvements
- Learning how to establish and utilize meaningful half-way back program expanded
- Warning signs – withdrawal and drug overdose
- Admission of new residents – hospitalization vs. detention?
- Data to guide decision-making
- Enhancements to the Day Reporting Program

Finally, at the close of the survey, respondents were asked if there were any other issues or needs that they would like to identify. Three issues were raised: *"When the age of delinquency is raised to include 17 year-olds, we are going to have many programmatic difficulties associated with managing residents as young as 10 along with the older, more sophisticated residents then we'll need some technical assistance"; "Finding money to keep center open"; and "Finding other programs to generate revenue".*

## SECTION

# J Judges Results

## Introduction

The reporting of results for the judges survey requires a number of special considerations because of the low response rate that was obtained (25%). The confidentiality and anonymity rules that were established for reporting purposes do not allow the reporting of specific item-level data when the sub-sample size is less than 5. Accordingly, this section takes a different form from other sections of the report. To provide some glimpse into the results of the survey for this group, we reporting of trends rather than making reference to specific numerical values for the questionnaire response.

The survey questionnaire for judges collected information across five broad areas – Background (which could not be included in this section due to the small sample size, as the information would be too easily identifiable), Workload, Staffing, Operations & Procedures, and Research & Evaluation. As much as possible given the reporting limitations, we have attempted to identify findings that may have some implications for policies and programs as well as other more general issues for the Illinois Criminal Justice Information Authority. These findings are described below.

## Workload

The survey requested that judges review a list of 'types of cases' and rate the contribution each has on their workload (in terms of both personnel and resources). Of the 24 types of cases in the survey list, 10 were rated as being 'major contributors' to workload (by one or more judge). The contributors were *child abuse, domestic violence, driving while intoxicated, drug possession, drug sales, gang crime, homicide, juvenile, methamphetamine, and sexual assault* cases.

Judges were also asked to rate the impact of different types of court procedures on the workload in their criminal courts. Of the 11 court procedures in the list, 7 were considered to be a 'major contributor' to workload by at least one judge. These included *bench trials, continuances, jury trial, lack of public defenders, restricted/lack of pretrial discussion, sentencing hearings, and suppression motion hearings*.

Based on the limited sample, survey results did not indicate that there were significant case delay problems. Further, increases in criminal caseloads do not appear to have resulted in the transfer of civil judges to criminal cases in the year preceding the survey.

Judges were also asked to examine a list of actions and indicate whether they believe each would be effective as a measure to reduce illicit drug use or violence. The actions most commonly believed to reduce illicit drug use were *more drug treatment availability, more youth prevention programs, increased offender monitoring, better employment opportunities, and better educational opportunities*. All of the actions listed by the survey were seen as potential actions for reducing violence, including all of the above mentioned actions for reducing illicit drug use, along with *more arrests/prosecutions and more severe punishments*.

The final question in the workload section of the judges survey asked respondents to consider a list of 19 common problems and indicate whether each of these problems was 'getting worse', 'staying the same' or 'improving'. All of the problems in the list were rated 'getting worse' by at least one judge, while only *domestic violence, juvenile crime, and violence against women* were rated as problems showing some level of improvement by at least one respondent to the survey.

## Staffing

The staffing section of the judges survey focused on three topics – number of staff in a range of positions, retention of judges, and staff training.

When asked whether staffing increases were needed for a list of different positions, only two were rated as being in need of a 'major increase' – *number of public defenders and number of translators/interpreters*. The factors that were viewed as being 'major contributors' to retaining judges in Illinois (by at least one judge) were *burnout, and overall job satisfaction*. In terms of staff training, only one area within a list of court administrative staff training issues was identified as requiring major improvement – *management skills*. From the available results it does not appear that staff positions, judge retention factors, or staff training were considered as areas listed that needed particular development.

## Operations and Procedures

This section of the judges survey focused on a wide range of topics. The **Court Facility** itself was targeted by one question, which asked judges to identify courtroom design areas that were in need of improvement. At least one judge rated each of the areas in the list as 'needs major improvement', including *child witness room, conference rooms,*

*courtroom layout, number of courtrooms, quarters for jury deliberations, and space for support staff.*

Similar findings occurred when **Court Security** was examined – all of the court security factors identified by the survey were rated as 'needs major improvement' by at least one respondent, including *comprehensive security plan, courthouse inmate movement, metal detection at courtroom or courthouse entry, secure area for counsel-defendant consultation, secure area for witnesses and victims, and space for inmate holding.*

When asked about **Diversion/Sentencing Alternatives**, however, not all alternatives from the list were selected as requiring major improvement. *Alcohol treatment programs, drug treatment programs, educational/vocational programs, electronic monitoring, home detention programs, intensive supervision probation, mental health treatment, pretrial diversion programs, restitution programs, balanced and restorative justice, and sex offender treatment programs* were all in this group. A few alternatives in the list were also rated as 'needs to be developed' by at least one respondent, including *day reporting centers, balanced and restorative justice, and short-term community incarceration.*

Respondents were also asked to indicate the extent to which a series of **Trial Procedures** needed improvement in their court system. Six of the 15 trial procedures in the list provided in the survey were considered to be in need of major improvement by at least one respondent – *information on defendant criminal history, police training related to obtaining confessions, police training related to search and seizure, timeliness of DNA processing, timeliness of drug processing, and timeliness of other crime lab processing.* However, it does not appear that judges from this sample viewed trial procedures (from the available list) as requiring development.

Another question within this section examined **Court Management Needs**. Respondents were asked to consider a list of court management areas, and to indicate whether each were in need of improvement. Only one area was identified as needing 'major improvement' – *fine collection procedures.* Also, one area was identified by at least one judge as 'needs to be developed' – *outcome based management of probation/services.*

A list of **Jury Management Issues** were examined by the survey to determine whether judges felt improvements were needed in this area. Overall, it does not appear that respondents perceived such issues as needing major improvement. A similar finding applied to the indices of **Court Resources**. However, both *electronic filing* and *electronic access* were rated by at least one respondent as resources that need to be developed.

There were a large number of automated information systems or system modules (**Management Information Systems**) that were identified as being in need of

development by at least one survey participant; in fact, 10 of the 19 systems/modules in the list were rated 'needs to be developed'. These systems/modules included *calendar generation, continuances, court schedules, dates of hearings, fines and other fee payments, outstanding warrants, prior criminal history of defendant, speedy trial status, subpoena generation, and treatment agency client-space availability*. Only two systems/modules were rated as being in need of major improvement, and these were *disposition reporting and prior criminal history of defendant*.

A federal agency with which judges reported having worked frequently was *the U.S. Attorney's Office*. There were a larger number of state/multi-jurisdictional criminal justice agencies which frequently worked with judges, including *Administrative Office of the Illinois Courts (AOIC), Illinois Department of Health & Human Services, Illinois Juvenile Justice Commission, Illinois Law Enforcement Training and Standards Board, Illinois Secretary of State, Illinois State Police, Illinois Violence Prevention Authority, and Multi-jurisdictional drug enforcement unit (e.g., Metropolitan Enforcement Group or Task Force)*. Lastly, judges reported frequent collaboration with all of the 'other agencies' listed in the survey, including *local school district, local law enforcement, local state's attorney, local social service agencies, local treatment service providers, local hospitals & healthcare providers, local probation, and other victim service providers (domestic violence, rape crisis and child advocacy centers)*.

## Research and Evaluation

The data provided little indication of future research or evaluation issues that were of concern to the respondents.

## SECTION

# PC Police Chiefs Results

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## Introduction

The survey questionnaire for police chiefs furnished information in five key areas – Background, Workload, Staffing, Operations & Procedures, and Research & Evaluation. The major findings are highlighted in this report in order to condense the detail of information collected for this criminal justice group. In particular, we have attempted to identify results that may have implications for policies and programs as well as other more general issues that are of relevance for the Illinois Criminal Justice Information Authority. In addition to the selected findings reported here, we have compiled the results by county classification (i.e., Cook or Collar county, Other Urban county and Rural county). These findings are displayed in graphic format in **Appendix A**.

## Background

The survey questionnaire gathered information about operating budgets, number of officers authorized and employed, jurisdiction populations, and information regarding Crime Analysis Units, Crime Analysts of Illinois Associations, and Victim/Witness Assistance staffing. This descriptive information provides some context for the interpretation of other data provided by the survey of police chiefs.

- Average annual operating budget for the current fiscal year was \$7,384,305 (SD=\$71,895,150, Median=\$985,000), ranging from \$6,000 to \$120 million.
- The average number of full-time officers currently authorized was 31.9 (SD=92.1, Median=11.0), ranging from 0 to 1,380 staff.
- The average number of actual full-time officers employed at the time of this survey was 31.1 (SD=89.8, Median=9.5), ranging from 0 to 1,336 staff.
- The average jurisdiction population was 39,230 (SD=240,480, Median=5,693), which ranged from 249 to 3,000,000.
- The average number of certified part-time officers employed was 3.3 (SD=4.5, Median=2.0), which ranged from 0 to 24.

- Only one in ten respondents stated that their department had a Crime Analysis Unit. Of this group that possessed a CAU, over half (57%) reported that their department had a computerized mapping capability (e.g., MAPINFO, ARCINFO, or ATLAS systems).
- For departments that did not have a Crime Analysis Unit at the time of this survey, only 12% reported plans of implementing a CAU in the near future. The predominant reason for this was that a crime analysis unit was not necessary for the department size/workload (56%). Also, "limited resources to staff an analyst position" was reported by 29% of respondents without CAUs.
- Just over one quarter (27%) responded that their department was aware of the Crime Analyst of Illinois Associations. Of this group, only 27% were members.
- Of the departments that were not aware of the Crime Analyst of Illinois Associations, over half (58%) would be interested in membership if there were a regional, more local, crime analyst association.
- Only one in ten departments that responded currently had victim/witness assistance staff at the time of this survey. Of these departments, the mean number of victim/witness association staff (FTE's) was 1.7 (SD=1.8).
- The most common reason for not having victim/witness assistance staff was that these staff were "...not necessary for department size/workload" (55%), followed by "limited resources to staff a victim/witness assistance position" (36%).

## Workload

The first section of the police chief's questionnaire examined types of cases affecting workload demands, drug enforcement approaches, interventions to reduce illicit drug use and violence, and perceptions regarding a number of situations or problems pertinent to police organizations (e.g., child abuse and neglect, domestic violence, etc.).

### Types of Cases Affecting Workload

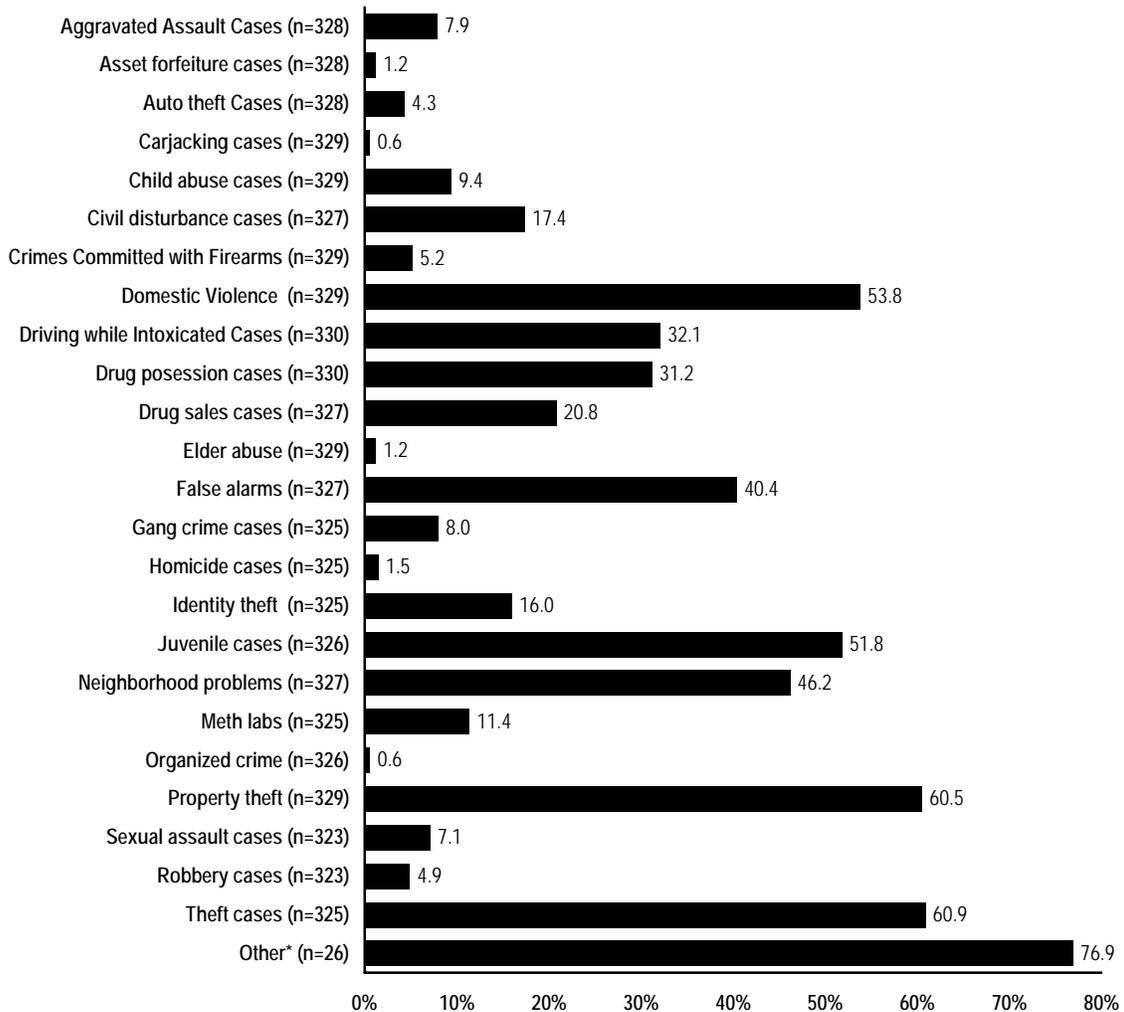
Information was gathered to better understand how the types of cases contributed to an office's workload. The police chiefs surveyed were asked to consider a specific a list of 24 types of cases (e.g., aggravated assault, auto theft, child abuse, drug possession, etc.) and rate the extent that each contributed to overall workload (i.e., 'Not a Contributor', 'Moderate Contributor', 'Major Contributor'). **Figure PC.1** shows the results for specific types of cases that were rated as being a 'Major Contributor' to department workload.

- The types of cases most frequently rated as major contributors were *theft cases* (60.9%), *property theft cases* (60.5%), *domestic violence cases* (53.8%) and *juvenile cases* (51.8%).

- *Carjacking* (0.6%), *organized crime* (0.6%), *asset forfeiture cases* (1.2%), *elder abuse* (1.2%) and *homicide cases* (1.5%) were the least likely to be rated as major workload contributors.
- Almost 1 in 7 (13.2%) respondents did not rate any of the 24 types of cases as major workload contributors while nearly half (49.9%) identified five or more of the types as major contributors.

**% TYPES OF INCIDENTS RATED AS 'MAJOR CONTRIBUTOR' TO WORKLOAD**

**Figure PC.1**



'n=' denotes the total number of respondents for each item and was the denominator used to calculate the associated percentage.

\* Other types of cases rated as major contributors were "burglary/car of business"; "traffic enforcement and violations"; "domestic violence"; "village ORD violations"; "ordinance violations"; "annual complaint traffic"; "public relations"; "code E.F."; "cop burglary"; "traffic enforcement"; "traffic accidents"; "liquor violation"; "vandalism/property damage"; "computer crimes & criminal damage".

While workload information was collected on a number of specific case types, police chiefs were also given the opportunity to comment more generally on factors contributing to workload in their department. Three general themes emerged. First, concern was raised around staffing to keep up with growing populations,... *"Calls have increased 30% in the last five years but officers employed have not been increased for 18 years". "Personnel cuts have resulted in fewer officers on the streets." "Population growth has resulted in major changes in policing"*.

Second, many respondents identified juvenile crime as a workload contributor,... *"Most of our crimes are juvenile in nature." "We have numerous problems with juveniles out of control and doing mischievous things." "We have found it necessary to have every officer trained as a juvenile officer. A high percentage of our time is dealing with juveniles. Funding for school resource officers needs to be dramatically increased."*

The third theme that emerged from the general comments was that specific types of crimes contribute more to workload, particularly drug crimes and domestic violence. *"Drug crime is on the rise in the rural areas; the kids that get involved will now commit property crimes and some violent." "The meth problem has led to other problems – retail thefts, violence and hydrons theft and clean-up costs are among those problems." "Domestic violence calls increase exponentially every year." "Domestic violence is one of the major time consumers and the paperwork that goes with them."*

## Drug Enforcement Approach

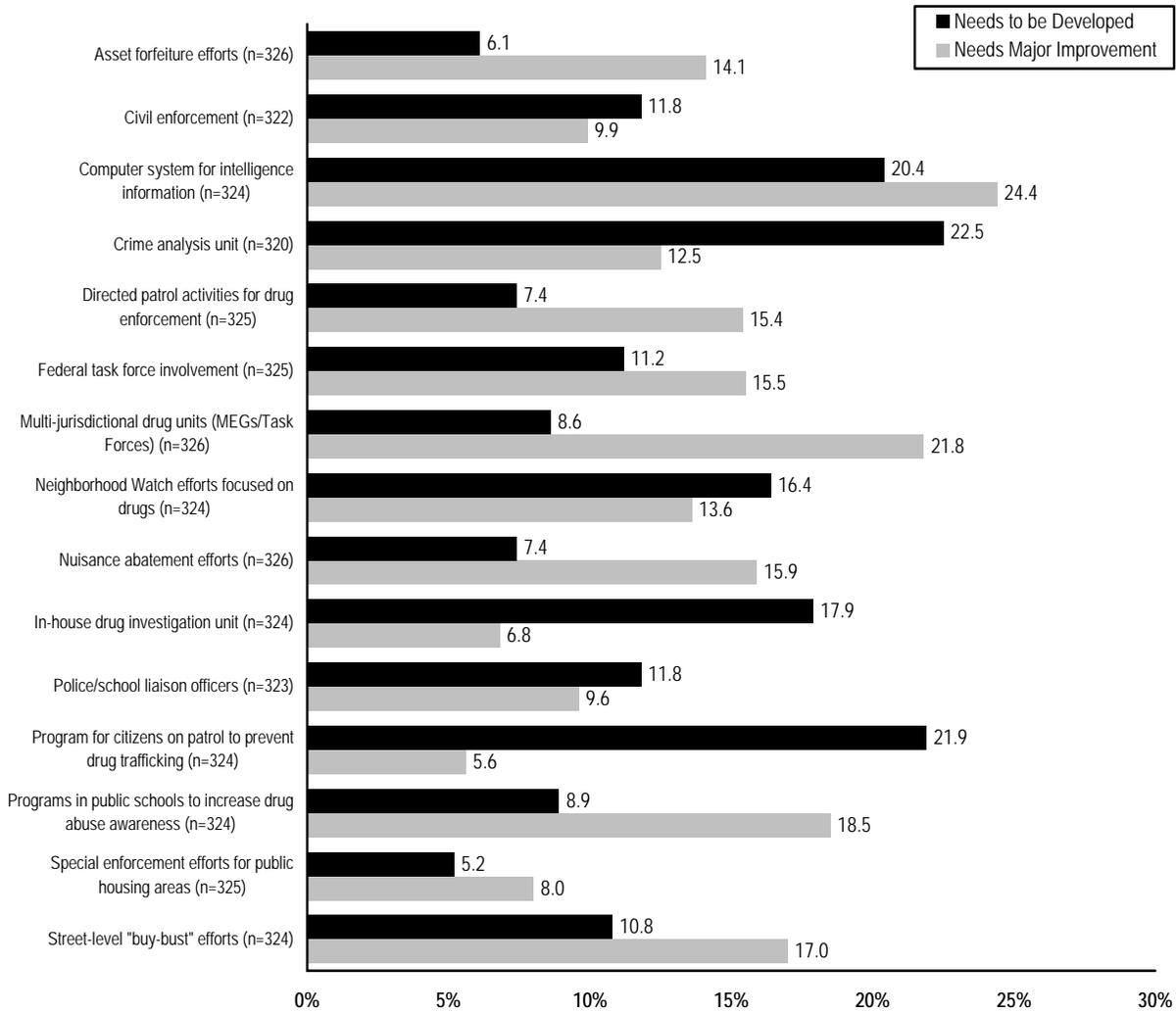
Respondents were given a list of drug enforcement approaches, and asked to rate whether each approach needed 'Little or No Improvement', 'Moderate Improvement', or 'Major Improvement', or whether the approach 'Needed to be Developed' or was 'Not Needed' at all. **Figure PC.2** shows the responses for approaches rated either 'Needs Major Improvement' or 'Needs to be Developed'.

- The drug enforcement approaches most frequently rated as needing major improvement were *computer system for intelligence information* (24.4%), *multi-jurisdictional drug units (MEGs/Task Forces)* (21.8%), *programs in public schools to increase awareness of drug abuse* (18.5%) and *street-level "buy-bust" efforts* (17.0%).
- According to respondents, the approaches most in need of development were *crime analysis unit* (22.5%), *programs for citizens on patrol to prevent drug trafficking* (21.9%), and *computer system for intelligence information* (20.4%).

- More than one third (37.0%) did not rate any of the drug enforcement approaches as needing major improvement, and an even larger proportion (42.5%) did not rate any of the approaches in the list as needing development.

**% DRUG ENFORCEMENT APPROACH RATED 'NEEDS MAJOR IMPROVEMENT' OR 'NEEDS TO BE DEVELOPED'**

**Figure PC.2**



'n=' denotes the total number of respondents for each item and was the denominator used to calculate the associated percentage.

Police chiefs commented on problems in their department regarding responses to drug problems. Consistent with the data reported earlier, a common theme emerged around the availability of funding and manpower to effectively address ever-increasing drug problems. As explained by one respondent,... *"...we simply do not have the funds. The county has a drug task force and they are doing the best they can but the drug problem is so huge..."* This was echoed by another who explained, ... *"Funding is the issue here. There is never a shortage of people to arrest or areas to enforce. Officers, and thereby money are the roadblocks to successful enforcement in this area."*

Others pointed to specific needs such as better equipment,... *"as always, equipment is a big issue. We all need more technology to keep up with the pace of drug transactions – surveillance equipment especially."* Lastly, a number of respondents felt a more coordinated effort among counties and different levels of government would yield a more effective approach for dealing with drug problems,... *"We need more assistance from the state or county when we are attempting to investigate possible drug-dealing within our village. Our resources are limited when it comes to the drug investigations."* Another explained,... *"We see little if no activity from any multi- or state-supported drug enforcement units. We send up the information but see little response."*

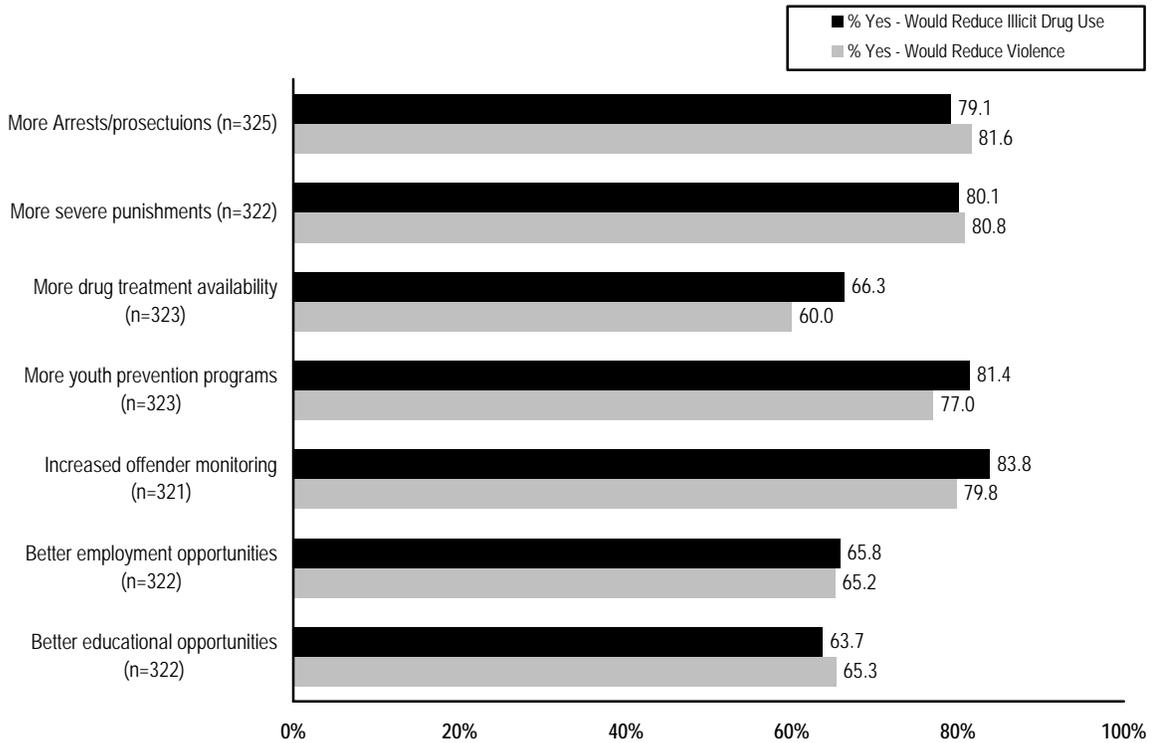
### Illicit Drug Use and Violence

The survey questionnaire focused on illicit drug use and violence as two specific areas that are of special interest to criminal justice agencies. Views were elicited on the impact of various types of interventions for reducing drug use or violence. **Figure PC.3** display the survey results.

- The majority of respondents rated *increased offender monitoring* (83.6%), *more youth prevention programs* (81.4%), *more severe punishments* (80.1%), and *more arrests/prosecutions* (79.1%) as actions that would reduce illicit drug use.
- The same four factors were most frequently rated as actions that would also reduce violence (*increased offender monitoring* (79.8%), *more youth prevention programs* (77.0%), *more severe punishments* (80.8%), and *more arrests/prosecutions* (81.6%).
- While the remaining factors - *more drug treatment availability*, *better employment opportunities*, and *better educational opportunities*, were not as frequently rated as others from the list of interventions, it is important to note that nearly two thirds of respondents rated each of these actions as reducing both illicit drug use and violence.
- More than one-in-four rated all seven actions as impacting on reduced drug use (27.6%) and reducing violence (27.8%).

**% ACTION WOULD REDUCE ILLICIT DRUG USE AND/OR VIOLENCE**

**Figure PC.3**



'n=' denotes the total number of respondents for each item and was the denominator used to calculate the associated percentage.

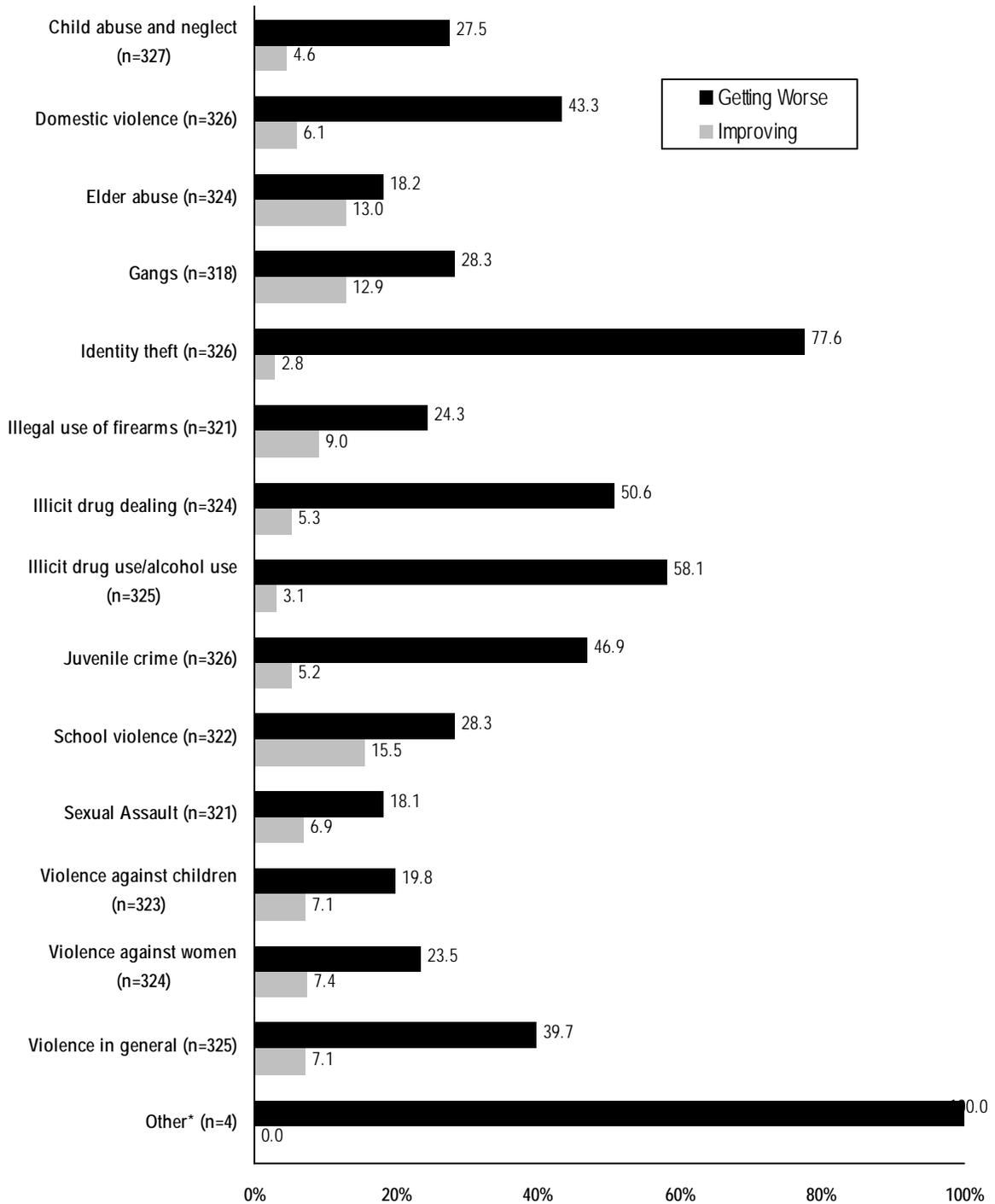
**Problems Affecting Police Departments**

As another measure of factors that may affect police departments, respondents were asked to rate 14 problems in terms of whether they were 'Getting Worse', 'Staying the Same' or 'Improving'. **Figure PC.4** shows the proportion of respondents that rated each problem as either getting worse or improving.

- *Identity theft* (77.6%), *illicit drug use/alcohol use* (58.1%) and *illicit drug dealing* (50.6%) were the problems most commonly rated as getting worse.
- A minority of respondents rated the problems of *school violence* (15.5%), *elder abuse* (13.0%) and *gangs* (12.9%) as improving.
- About half (51.1%) rated five or more of the 14 problems listed as getting worse.

**% PROBLEMS ARE GETTING WORSE OR IMPROVING**

**Figure PC.4**



'n=' denotes the total number of respondents for each item and was the denominator used to calculate the associated percentage.

\* The other problem rated as getting worse was "Suspended drivers"; "female offenders"; "violence against officers"; "in-school (high school) violence between female students".

## Staffing

The second section of the police chief's questionnaire focused on staffing matters, including the need to increase certain positions, factors related to retention, and training.

### Number of Staff

Survey respondents were asked to consider 12 different staff positions and indicate where increases were required or where positions needed to be developed within their department. Figure PC.5 shows those rated as 'Major Increase Needed' or 'Needs to be Developed'.

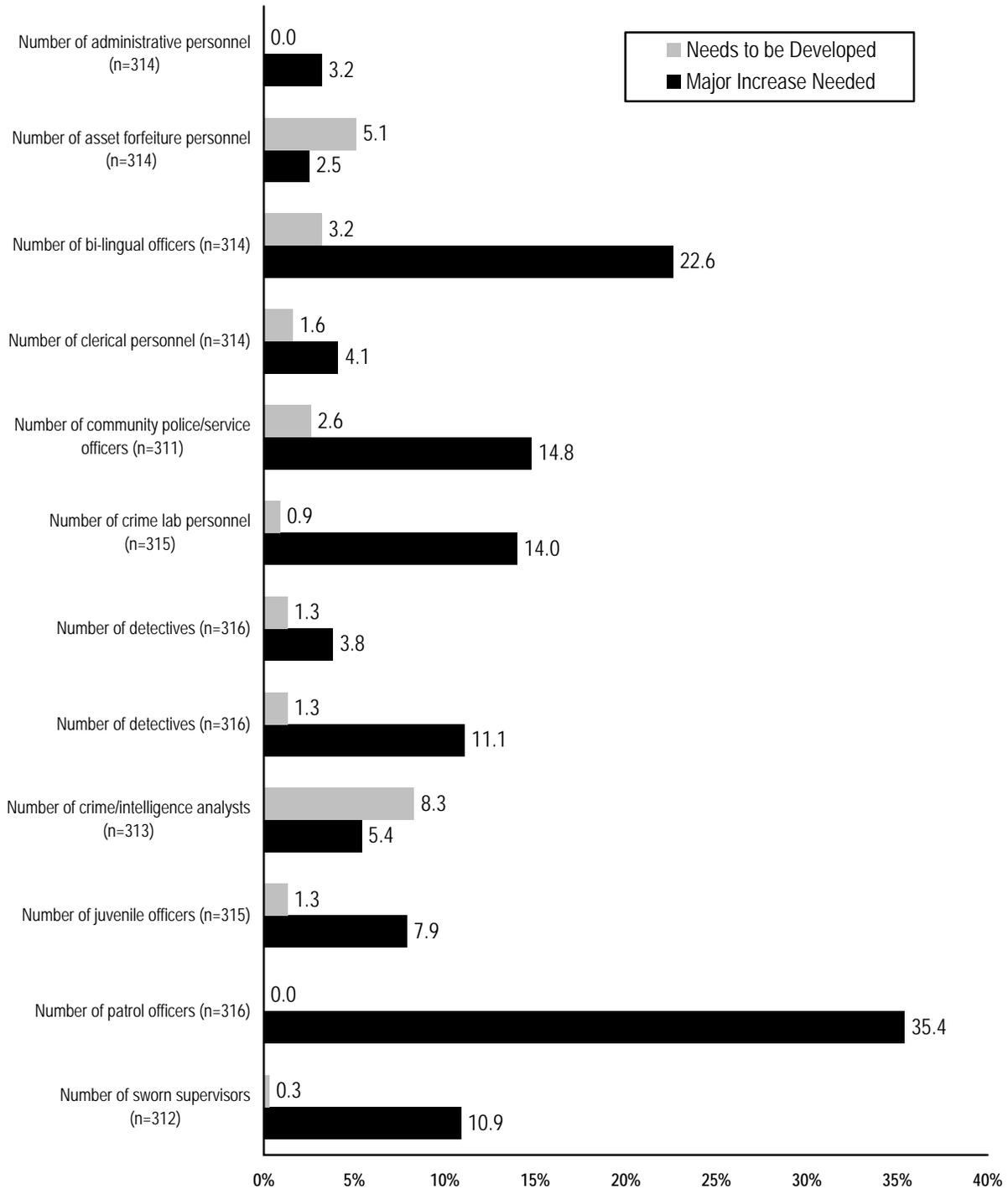
- *Number of patrol officers* (35.4%) was the position most often identified as needing a major increase followed by *number of bi-lingual officers* (22.6%), *number of community police/service officers* (14.8%), and *number of crime lab personnel* (14.0%).
- *Number of crime/intelligence analysts* (8.3%) and *number of asset forfeiture personnel* (5.1%) were the most frequently rated positions that needed to be developed.
- There were many staffing positions that were rarely rated as either needed major increases, or needing development (see the figure below).
- Nearly half of the police chief respondents (42.0%) reported that none of the positions needed a major increase in the number of staff while 81.5% indicated that none of the positions needed to be developed within their departments.

### Retention Factors

Retention of staff was another topic examined in this section of the questionnaire. The survey questionnaire listed 12 factors that may contribute to problems retaining staff. Respondents were asked to rate the extent that each contributed to retention problems. Figure PC.6 shows the percentage identified as a 'Major Contributor'.

- *Salaries* (41%) and *competition from other police agencies* (41%) were rated the two highest major contributors to problems of staff retention.
- About one-third rated *budget reductions* (32.8%) and one-quarter rated *career incentives* (27.1.0%) as major contributors to staff retention problems.
- Only a small minority of probation officials rated *personal safety concerns* and *work requirements* (both under 5%) as major contributors to loss of staff.
- Over one-quarter (27.2%) of respondents did not feel any of the factors were major contributors to problems retaining staff while only 16.1% identified five or more factors as major contributors.

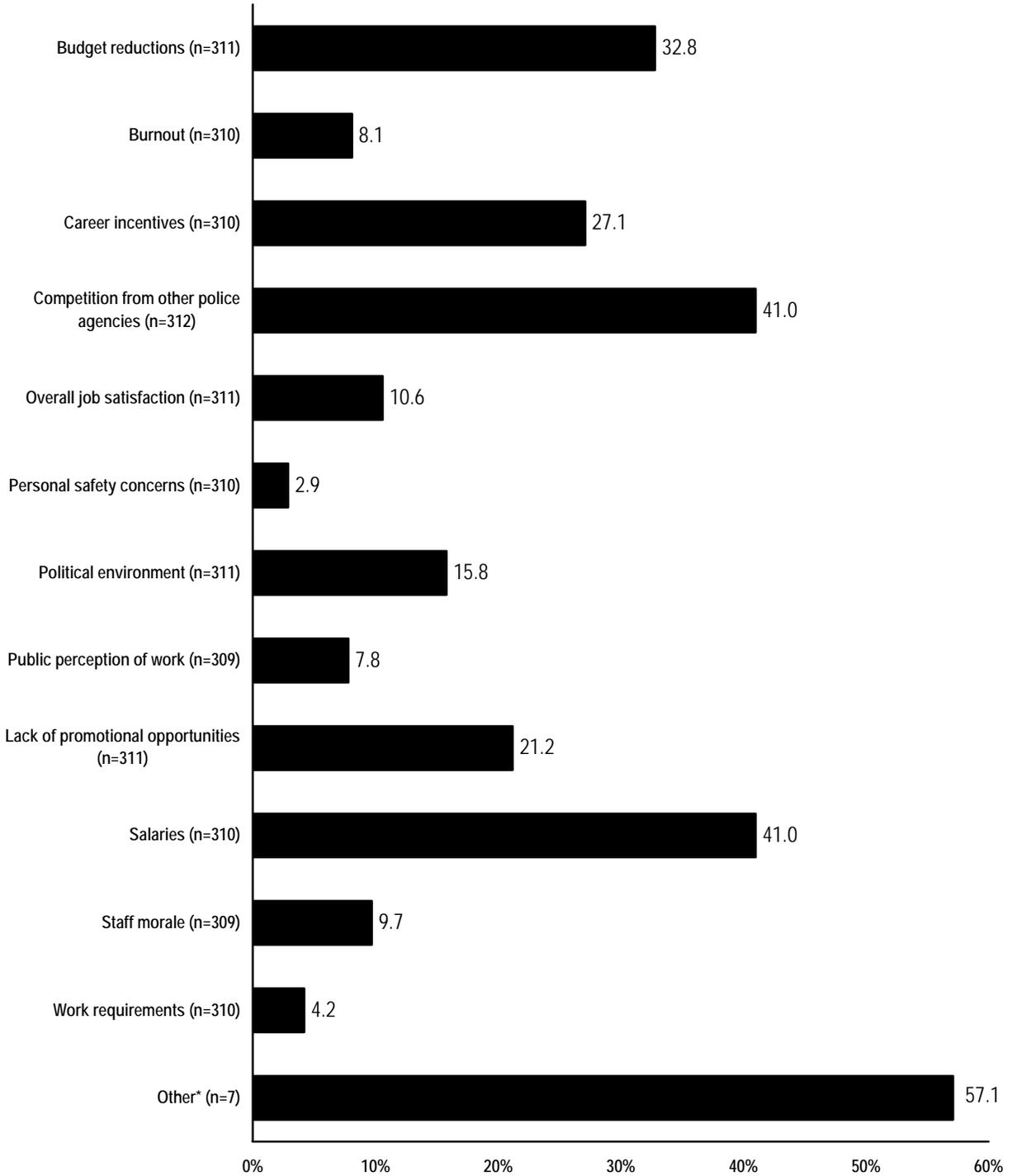
**% STAFF POSITIONS 'MAJOR INCREASE NEEDED' OR 'NEEDS TO BE DEVELOPED' Figure PC.5**



'n=' denotes the total number of respondents for each item and was the denominator used to calculate the associated percentage.

**% RETENTION FACTORS RATED AS 'MAJOR CONTRIBUTOR' TO PROBLEMS  
RETAINING STAFF**

**Figure PC.6**



'n=' denotes the total number of respondents for each item and was the denominator used to calculate the associated percentage.

\* The 'Other' retention factor specified was "feedback"; "health benefits, retirement benefits, life insurance"; "scheduling".

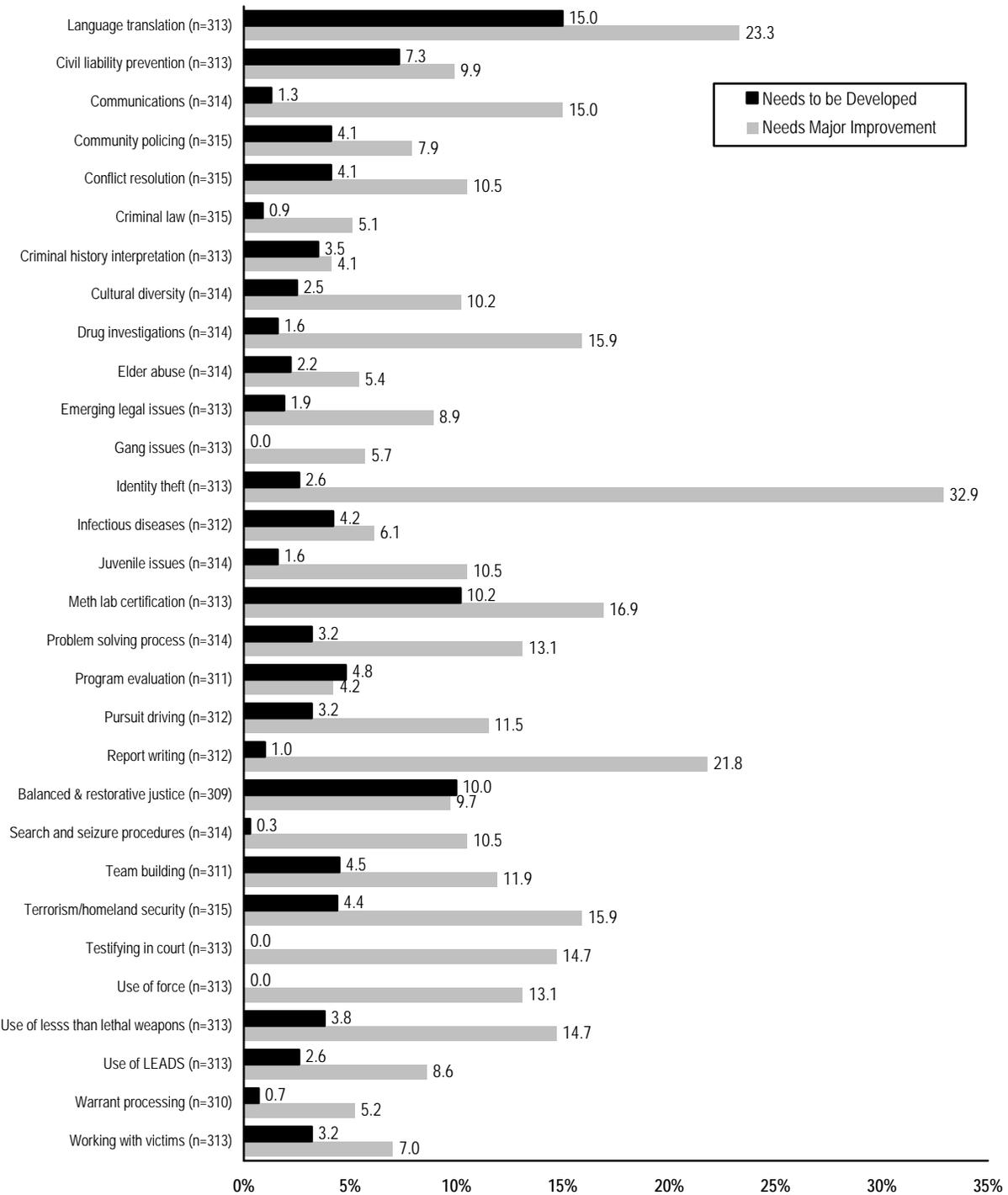
## Staff Training

On-going training is an essential function in police departments and many police activities require specialized training. Information was collected on a total of 30 staff training areas and for each, respondents were asked to rate whether improvement was required or whether the area needed to be developed. **Figure PC.7** shows those areas identified as 'Needs Major Improvement' or 'Needs to be Developed'.

- Generally, a low percentage of the training areas were rated as needing major improvement. Only three areas were identified by greater than 20% of respondents - *identity theft* (32.9%), *language translation* (23.3%) and *report writing* (21.8%).
- More than one-quarter (27.9%) did not feel major improvement was necessary for any of the training areas, and an additional 36.8% felt that less than three areas were in need of major improvement.
- Results were even more pronounced in terms of training areas that needed to be developed. Nearly two-thirds (62.5%) felt none of the training areas required development and an additional 28.9% identified less than three areas for development.

The respondents made a number of comments relevant to training matters. Specific examples included "*dispatcher training*", "*meth lab certification*", "*cultural diversity training*", "*emerging criminal trends such as elder abuse, identity theft and computer crimes*" and "*people skills such as problem-solving and de-escalation techniques*". Many provided broader comments in support of training initiatives,... "*Excellent courses and updates are offered by our mobile team training unit.*" "*The mobile training unit provides an excellent assortment of training.*" At the same time, there were a number that suggested access to the training was difficult and better strategies were needed for covering work while officers attended training. As explained by one police chief,... "*I can't send people to training because I can't cover the streets.*" Another explained,... "*I don't have enough officers to cover shifts when an officer is in training. We are missing out on a lot of good courses.*"

**% TRAINING AREAS 'NEEDS MAJOR IMPROVEMENT' OR 'NEEDS TO BE DEVELOPED'** **Figure PC.7**



'n=' denotes the total number of respondents for each item and was the denominator used to calculate the associated percentage.

## Operations and Procedures

The second section of the police chiefs questionnaire elicited information on field operations activities, investigative activities, management information systems or system modules, and levels of work and cooperation with other agencies.

### Field Operations Activities

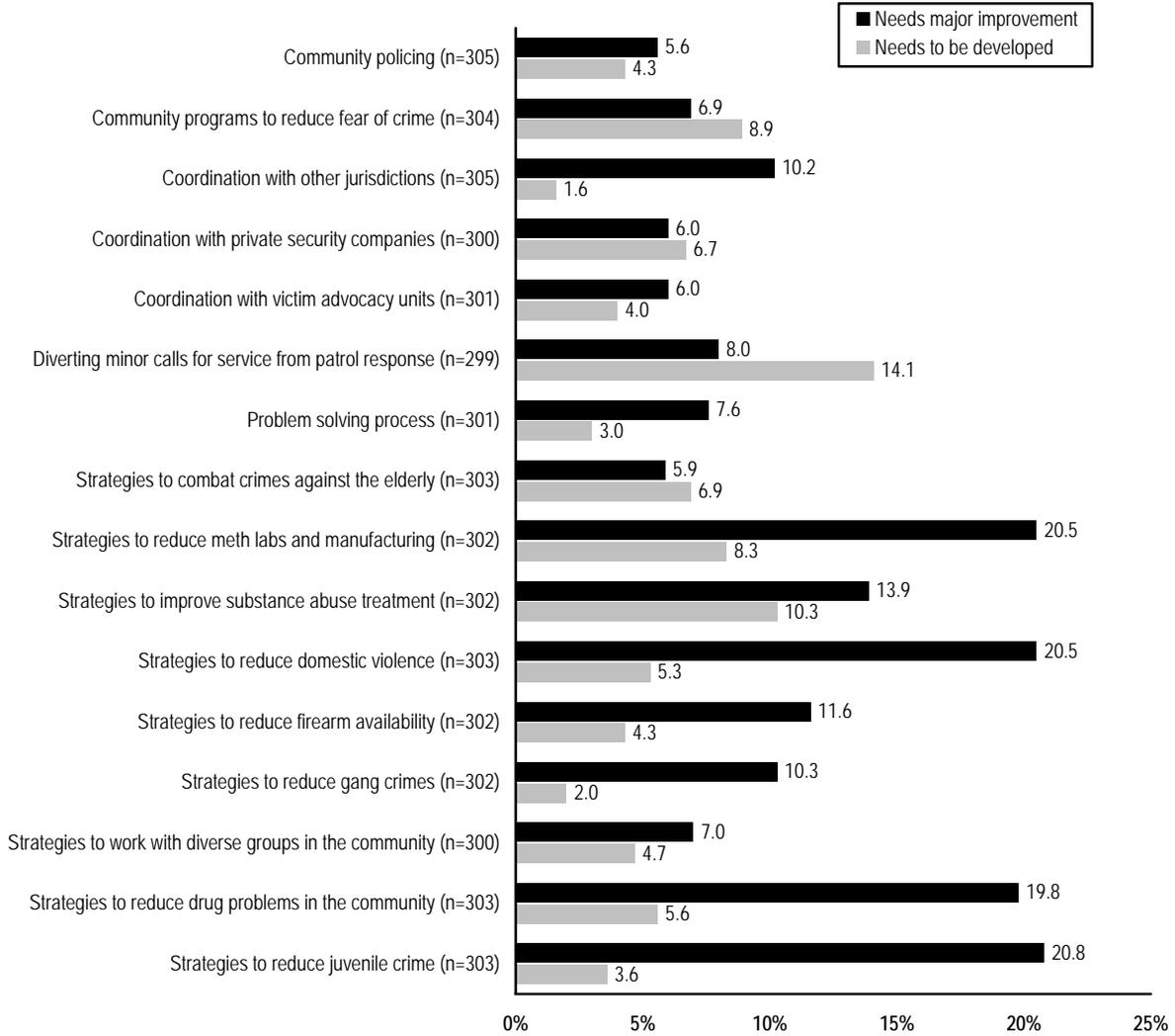
There are a number of police field operations activities in place across the State. Police chiefs were asked to rate the level of improvement required or whether a particular field operation needed to be developed within their departments. **Figure PC.8** shows those rated as 'Needs Major Improvement' or 'Needs to be Developed'.

- Four of the 16 specific field operations were rated as needing major improvement by about one-fifth of respondents. These were *strategies to reduce juvenile crime* (20.8%), *strategies to reduce meth labs and manufacturing* (20.5%), *strategies to reduce domestic violence* (20.5%) and *strategies to reduce drug problems in the community* (19.8%)
- *Diverting minor calls for service from patrol response* (14.1%), and *strategies to improve substance abuse treatment* (10.3%) were the activities most frequently rated as needing to be developed.
- Nearly half felt that major improvements to existing field operations activities were unnecessary (42.3%). Over two-thirds (68.9%) did not feel that any of the field operations activities in the list needed to be developed.

When asked to comment on their experiences with any of these field operations activities, a number of police chiefs provided further insight. Most responded to the role of community policing activities,... *"Community policing continues to be the preferred conduit for increasing the delivery of police services to the community. It continues to pay dividends in proactive problem-solving initiatives that continue to improve customer satisfaction."* Another stated,... *"We are currently developing a new neighborhood watch program through-out our community which will encompass drug activity, juvenile problems and any other suspicious acts."* Others talked about the effectiveness, or lack thereof, of certain strategies,... *"Our drug gang units acting proactively have made major improvements in combating these areas."* Alternatively,... *"Current drug strategies and programs like DARE have not helped curtail the problem."*

**% RATING FIELD OPERATIONS ACTIVITIES AS 'NEEDS MAJOR IMPROVEMENT' OR 'NEEDS TO BE DEVELOPED'**

**Figure PC.8**



'n=' denotes the total number of respondents for each item and was the denominator used to calculate the associated percentage.

### Investigative Activities

Similar to field operations activities, respondents were asked about investigative activities across the police departments in the State. Police chiefs were again asked to rate the level of improvement required or whether a particular investigative activity needed to be developed within their department. **Figure PC.9** shows activities rated as 'Needs Major Improvement' or 'Needs to be Developed'.

- Six of the 15 specific investigative activities were rated as needing major improvement by more than one in every six respondents. These were *identity theft* (27.1%), *preliminary follow-up investigations by patrol officers* (21.3%), *computer systems to support investigations* (18.1%), *use of DNA* (17.9%), *crime analysis/mapping* (17.3%) and *informant development* (17.3%).
- *Crime analysis/mapping* (19.9%), *automated Fingerprint Information System (AFIS)* (19.5%) and *computer systems to support investigations* (13.5%) were the investigative activities most frequently rated as needing to be developed.
- More than one-third felt that major improvements to existing investigative activities were unnecessary (38.0%). More than one-half of respondents (57.1%) did not feel that any of the investigative activities in the list needed to be developed.

Some police chiefs provided further comments regarding experiences in their departments. Most comments centered on crime lab processing and turnaround times. As described by one police chief,... "The state crime lab is so far behind in analyzing DNA that it causes significant delays in the investigation of major crimes." A second police chief explained,... "Our crime lab is so overloaded that the wait for receiving evidence results can be frustrating." Others talked about the cost of accessing certain technologies for investigations,... "Some of the new technology costs too much for smaller agencies – AFIS is a good example." "DNA analysis is quite expensive and state labs do not process all DNA evidence so we have to pay for private labs to do DNA work-ups for us."

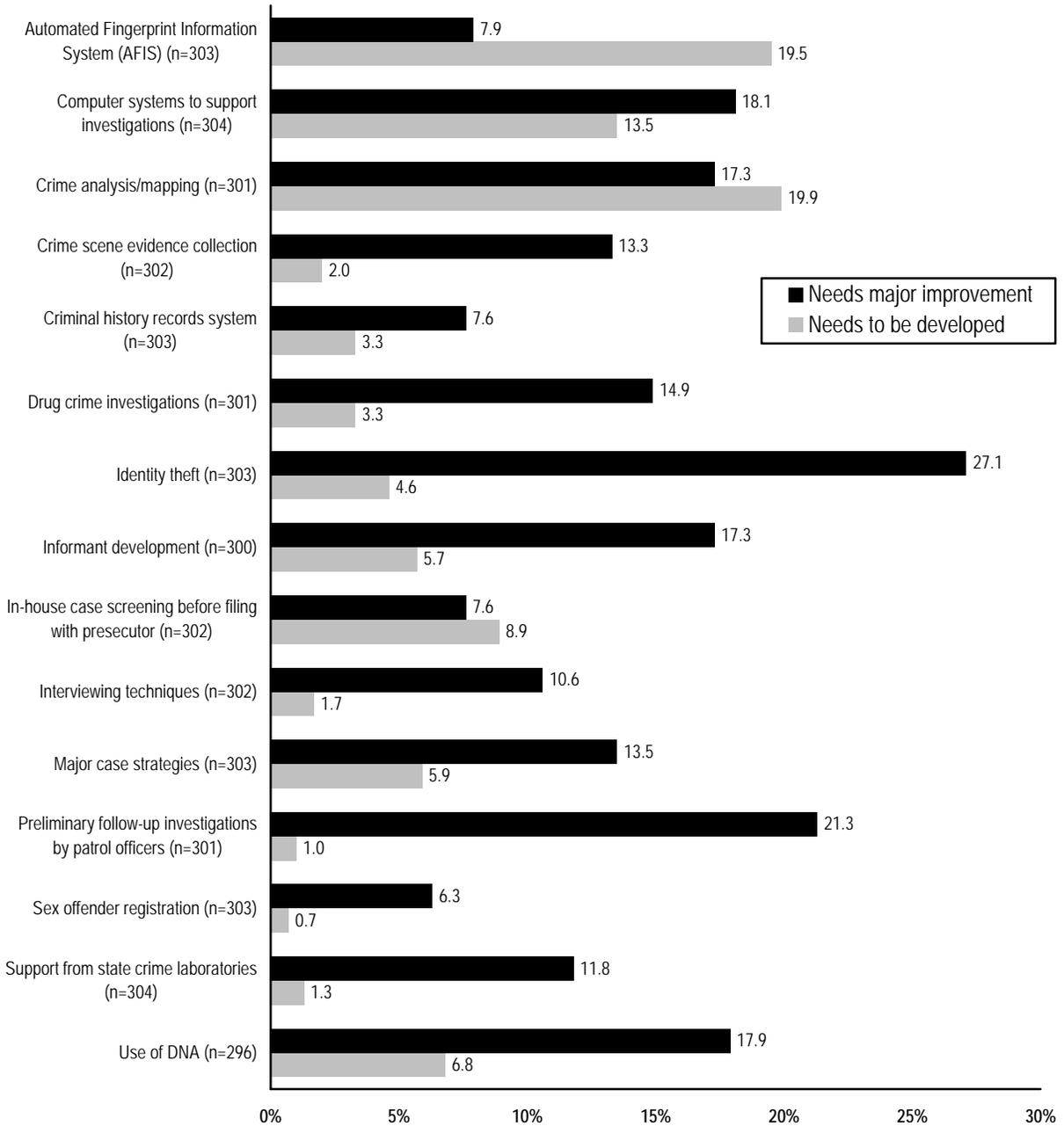
## Management Information Systems

Similar to the previous two sections on types of activities within police departments, respondents were asked whether particular automated information systems or system modules required improvement or needed to be developed within their departments. Figure PC.10 shows those rated as 'Needs Major Improvement' or 'Needs to be Developed'.

- *Evidence management systems* were most often identified as needing major improvement (17.1%) followed by *calls for service analysis systems* (15.7%) and *crime analysis/mapping systems* (15.7%).
- Three of the systems/modules in the list were identified as needing to be developed by more than 20% of respondents – *LIVESCAN* (22.7%), *repeat call analysis system* (21.5%), and *crime analysis/mapping systems* (21.3%).
- However, more than half felt that none of the systems listed required major improvement (56.4%) nor were in need of development (57.4%)

**% INVESTIGATIVE ACTIVITIES RATED AS 'NEEDS MAJOR IMPROVEMENT' OR 'NEEDS TO BE DEVELOPED'**

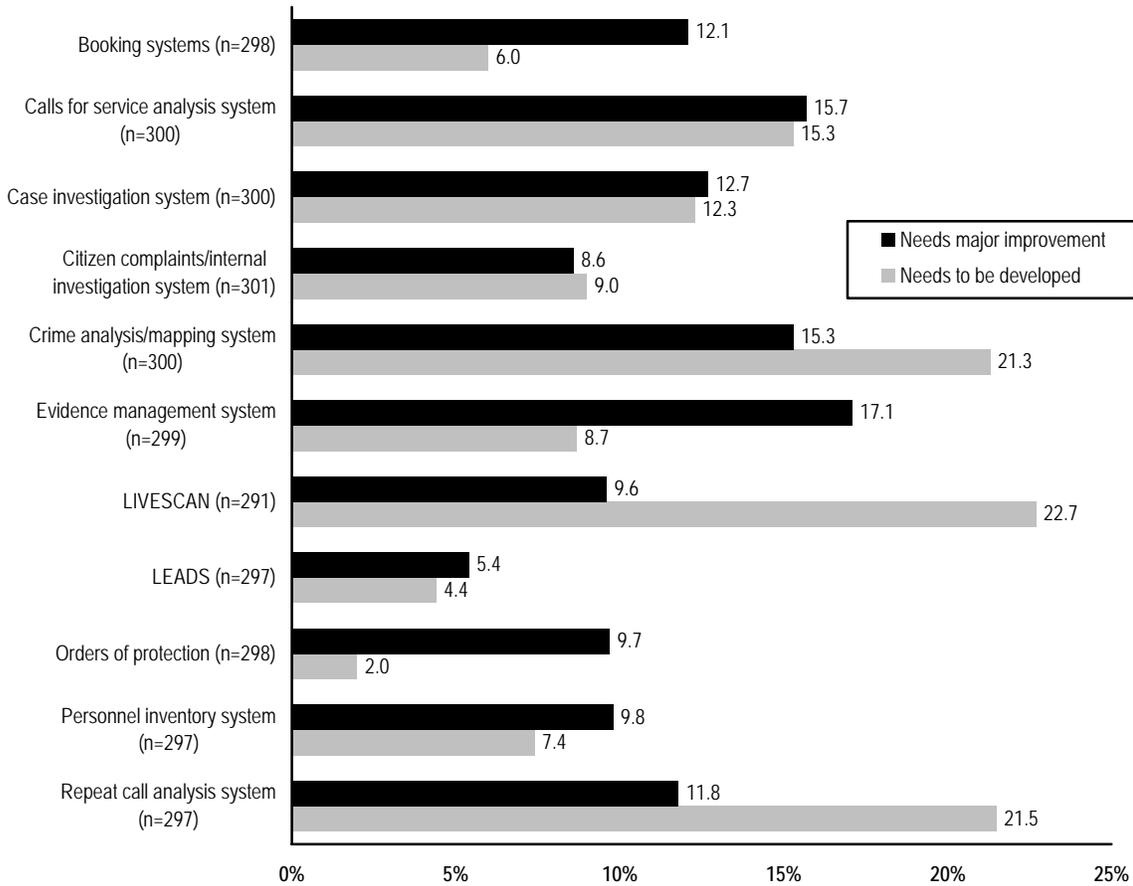
**Figure PC.9**



'n=' denotes the total number of respondents for each item and was the denominator used to calculate the associated percentage.

**% MANAGEMENT INFORMATION SYSTEMS OR SYSTEM MODULES RATED AS 'NEEDS MAJOR IMPROVEMENT' OR 'NEEDS TO BE DEVELOPED'**

**Figure PC.10**



'n=' denotes the total number of respondents for each item and was the denominator used to calculate the associated percentage.

In terms of particular needs for management information systems, most respondents pointed to problems with LIVESCAN. *"LIVESCAN goes down on a continual basis." "LIVESCAN continues to be problematic in its reliability with intermittent service interruptions that significantly impacts officer availability and overtime expenditures."* Others gave broader thoughts concerning their system needs,... *"Technology is a matter of concern for our agency. Funding is very limited and our current equipment is quite outdated."* Another explained,... *"Internal systems are almost non-existent or very basic at best."*

## Linkages with Other Criminal Justice Automated Information Systems

Just over half (50.3%) of respondents reported that their system(s) was linked to other criminal justice automated information systems.

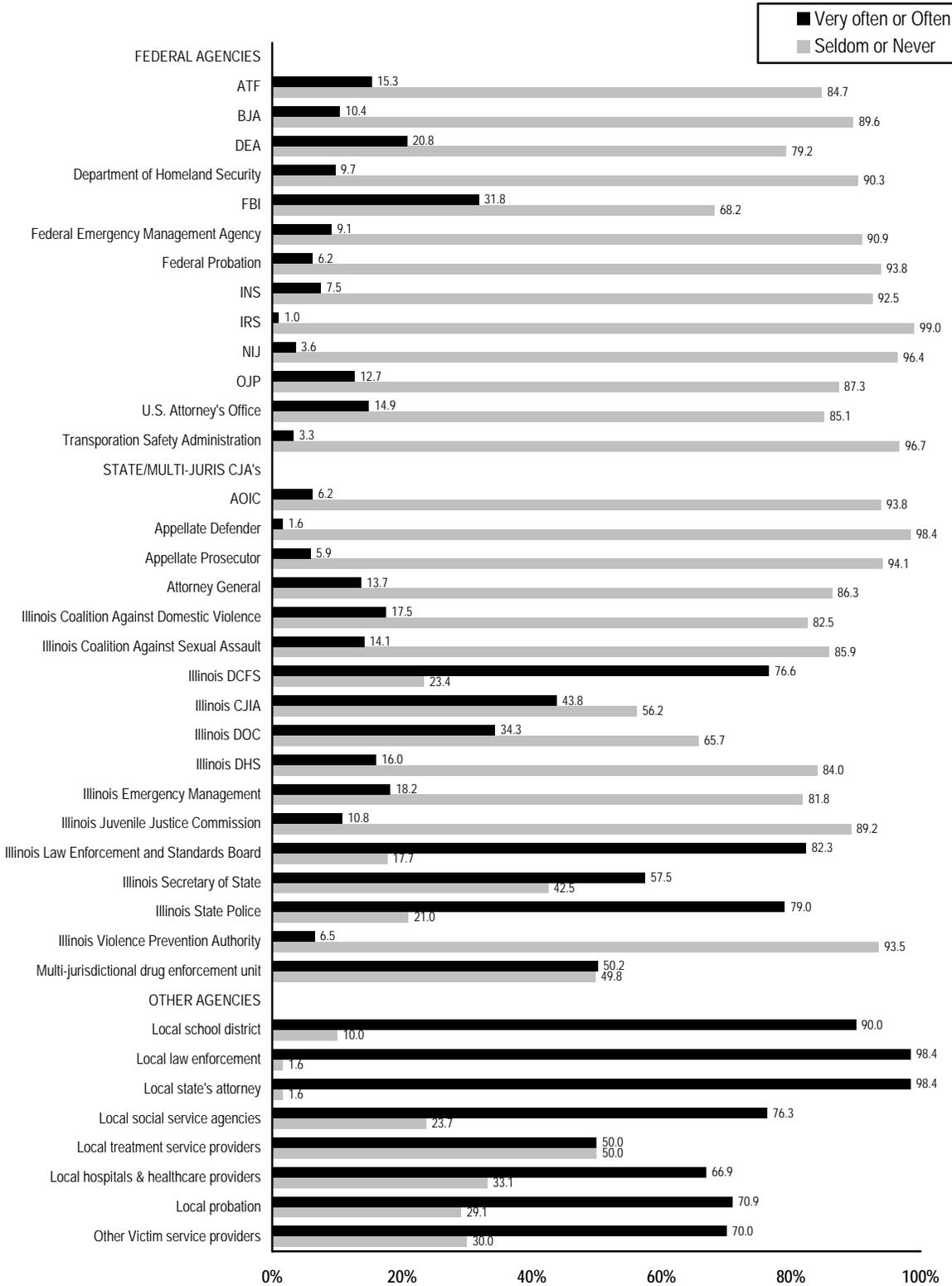
## Level of Work and Cooperation with Agencies

The final area of information that was collected on police chief's operations and procedures was the frequency of work with federal agencies, state/multi-jurisdictional criminal justice agencies and other agencies. Responses were grouped into categories of 'Very Often/Often' or 'Seldom/Never'. **Figure PC.11** shows the results.

- A fairly low percentage of respondents indicated they worked regularly with federal agencies – *Federal Bureau of Investigation* (31.8%) and *drug enforcement administration* (20.8%) were the top two reported agencies.
- There was a large range in working with state/multi-jurisdictional criminal justice agencies – the *Illinois Law Enforcement Training and Standards Board* (82.3%), *Illinois State Police* (79.0%) and *Illinois Department of Children and Family Services* (76.6%) were most frequently listed as agencies that police departments worked with on a regular basis.
- More than two-thirds of police chiefs surveyed indicated they frequently worked with the local agencies listed in the survey, with the exception of *local treatment service providers* (only 50%).

**% FREQUENCY OF WORKING WITH AGENCIES**

**Figure PC.11**



'n=' denotes the total number of respondents for each item and was the denominator used to calculate the associated percentage.

## Research and Evaluation

Police chiefs were also asked to list topics or programs that they believe should be priorities for future research or evaluation within their field of criminal justice specialization. While a number of specific examples were provided, they generally fell under the following five categories:

- strategies to address specific crimes of drugs, domestic violence and identify theft (e.g., evidence collection, alternative approaches to address problems, prevention/enforcement, etc.)
- effectiveness of training (e.g., mediation, conflict resolution, investigative training, etc.)
- recruitment and retention (e.g., career development opportunities, hiring practices, attrition rates, etc.)
- effectiveness of technology for police work (e.g., use of technology to enhance policing, etc.)
- chemical warfare/terrorism (e.g., weapons of mass destruction, homeland security strategies, etc.)

## Comparison of Survey Periods

In 1996, the Illinois Criminal Justice Information Authority (ICJIA) initiated the first survey of criminal justice agencies in Illinois with six groups (police chiefs, state's attorneys, judges, jail administrators/sheriffs, public defenders and adult probation office directors). The areas examined in the 1996 survey were very similar to the areas included in the 2005 survey. Accordingly, there is an opportunity to compare findings across the two survey periods for police chiefs.

A total of 434 police chiefs completed the 1996 survey, yielding a response rate of 61.6%. Selected results of the 1996 survey data are shown below. The comparable 2005 survey data is referenced in parentheses and underscored.

## Background

- Average operating budget reported in the 1996 survey was \$1,705,403 (\$7.4 million).
- Average number of full-time officers authorized was 30.8 (31.9) and employed at the time of the survey was 28.4 (31.1).

## Workload

- The types of cases most frequently mentioned as major contributors to workload in 1996 were *juvenile cases, theft cases and domestic violence cases* (theft cases, property theft and domestic violence).
- The 1996 survey identified *street-level "buy-bust" efforts, computer system for intelligence information and nuisance abatement efforts* as the drug enforcement approaches most in need of major improvement (computer system for intelligence information, multi-jurisdictional drug units (MEGs/Task Forces) and programs in public schools to increase awareness of drug abuse).
- The 1996 survey most often reported *more drug treatment availability* as the action that would reduce illicit drug use while *better employment opportunities* was the most commonly rated action that would reduce violence (increased offender monitoring - most frequently rated for reducing both drug use and violence).
- *Juvenile crime, juvenile violence and illicit drug use* were the problems most often identified in the 1996 survey as 'Getting Worse' (identity theft, illicit drug use/alcohol use and illicit drug dealing).

## Staffing

- Respondents to the 1996 survey identified *number of patrol officers* as the staff position most in need of a major increase (number of patrol officers) while *budget limitations on hiring and salaries* were the two most common factors rated as major contributors to retention problems (salaries and competition from other police agencies).
- The three top training areas rated as needing major improvement in 1996 were *report writing, bilingual capabilities and team building* (identify theft, language translation and report writing).

## Operations and Procedures

- *Strategies to reduce juvenile crime, strategies to reduce drug problems in the community and strategies to reduce domestic violence* were the field operation activities most often rated as needing major improvement in the 1996 survey

*(strategies to reduce juvenile crime, strategies to reduce meth labs and manufacturing and strategies to reduce domestic violence).*

- Investigative activities most commonly rated as needing major improvement in 1996 were *informant development, computer systems to support investigations and preliminary follow-up (identify theft, preliminary follow-up investigations by patrol officers and computer systems to support investigations).*
- In 1996, *system to track final disposition of court cases* was the MIS most often identified as needing major improvement followed by *case investigation system and crime analysis system (evidence management system, calls for service analysis system and crime analysis/mapping systems).*

## CHAPTER

# P Probation Results

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## Introduction

The survey questionnaire for probation collected information across five broad areas – Background, Workload, Staffing, Operations & Procedures, and Research & Evaluation. Given the magnitude of the information collected by the survey instrument, we've highlighted some of the more salient findings. As much as possible, we have attempted to identify results that may have some implications for policies and programs as well as other more general issues for the Illinois Criminal Justice Information Authority. In addition to the selected findings reported here, we have compiled the results by county classification (i.e., Cook or Collar county, Other Urban county and Rural county). These findings are shown graphically in **Appendix A**.

## Background

To have a general understanding of the probation sites that responded to the survey questionnaire, basic background information was collected including operating budget, number of probationers and pre-trial cases supervised and number of probation officers within each agency.

- Average annual operating budget for the current fiscal year was close to \$2.6 million (SD=\$6.8 million, Median=\$766,775), ranging from \$60,450 to \$41 million.
- The average number of probationers under supervision during fiscal year 2004 (or most recent year available) was 1,276 (SD=1,557, Median=959). The lowest number of supervised probationers was four and the highest was 8,242.
- The average number of pre-trial cases under supervision during fiscal year 2004 (or most recent year available) was 165 (SD=613, Median=13.3). Supervised pre-trial cases ranged from none to a high of 3,920.
- The average number of probation officers in 2004 (or most recent year available) was 26 (SD=64, Median=9). Number of officers ranged from one to 430.

## Workload

The first section of the probation questionnaire collected information on probation activities and services, actions to reduce illicit drug use and violence, and perceptions regarding a number of situations or problems pertinent to probation (e.g., child abuse and neglect, domestic violence, etc.).

### Probation Activities and Services

Information was gathered to better understand how probation activities and services contributed to an office's workload (i.e., use of personnel time and office resources). Probation services officials were asked to consider specific probation activities (e.g., day reporting, drug treatment programs, etc.), probation services (e.g., administrative caseloads, bond reviews, etc.) and other types of probation activities (e.g., administrative sanctioning, collection of fees, etc.) and rate the extent that each contributed to overall workload (i.e., 'Not a Contributor', 'Moderate Contributor', 'Major Contributor'). **Figure P.1** shows the results for specific probation activities that were rated as being a 'Major Contributor' to office workload.

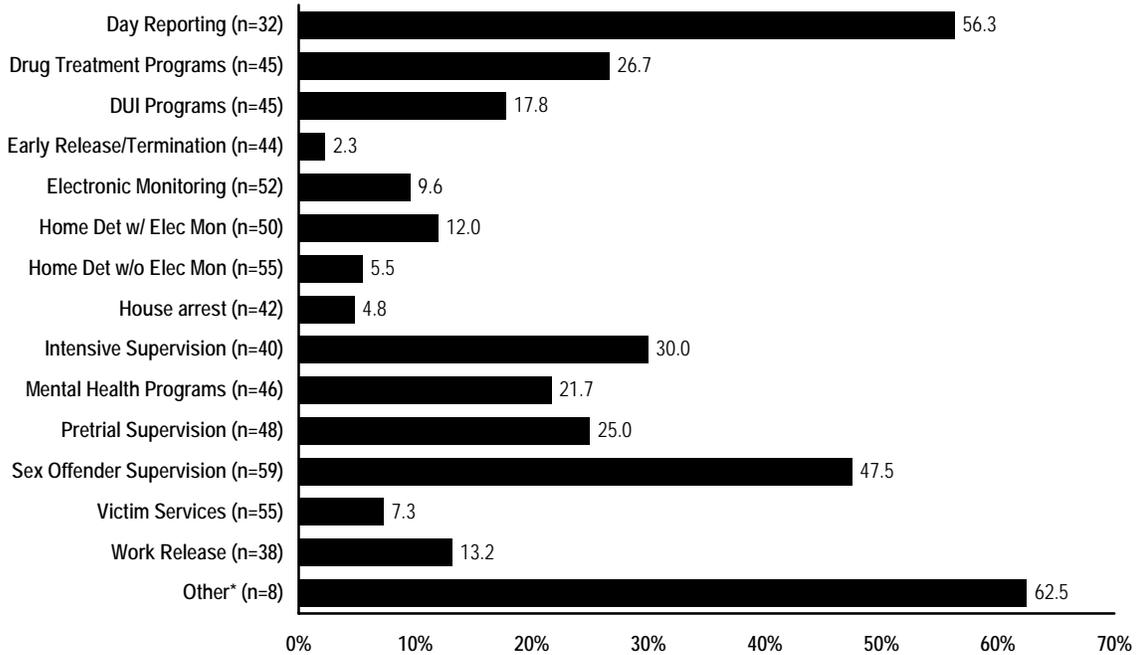
- The activities most frequently rated as major contributors were *day reporting* (56.3%), *sex offender supervision* (47.5%) and *intensive supervision* (30.0%).
- *Early release/termination* (2.3%), *house arrest* (4.8%) and *home detention without electronic monitoring* (5.5%) were the least likely to be rated as major workload contributors.
- Almost 1 in 5 (18.0%) respondents did not rate any of the 14 activities as major workload contributors while 13.1% identified five or more as major contributors.

**Figures P.2** and **P.3** show probation services and other probation activities that were rated as being a 'Major Contributor' to office workload.

- All respondents rated at least one of the 11 probation services as a major contributor while 35.6% rated five or more as major workload contributors.
- The most frequently mentioned probation services that are major contributors to workload were *probation supervision* (96.6%), *intakes* (81.4%) and *presentence investigations* (76.3%).
- About one-quarter (25.4%) of survey respondents rated five or more of the 10 other probation activities as major contributors to workload while 13.6% did not list any as major contributors.
- *Urine collection* (66.7%), *community service* (62.7%) and *urine testing* (54.7%) were the most common other probation activities identified as major workload contributors.

**% PROBATION ACTIVITIES RATED AS 'MAJOR CONTRIBUTOR' TO OFFICE WORKLOAD**

**Figure P.1**

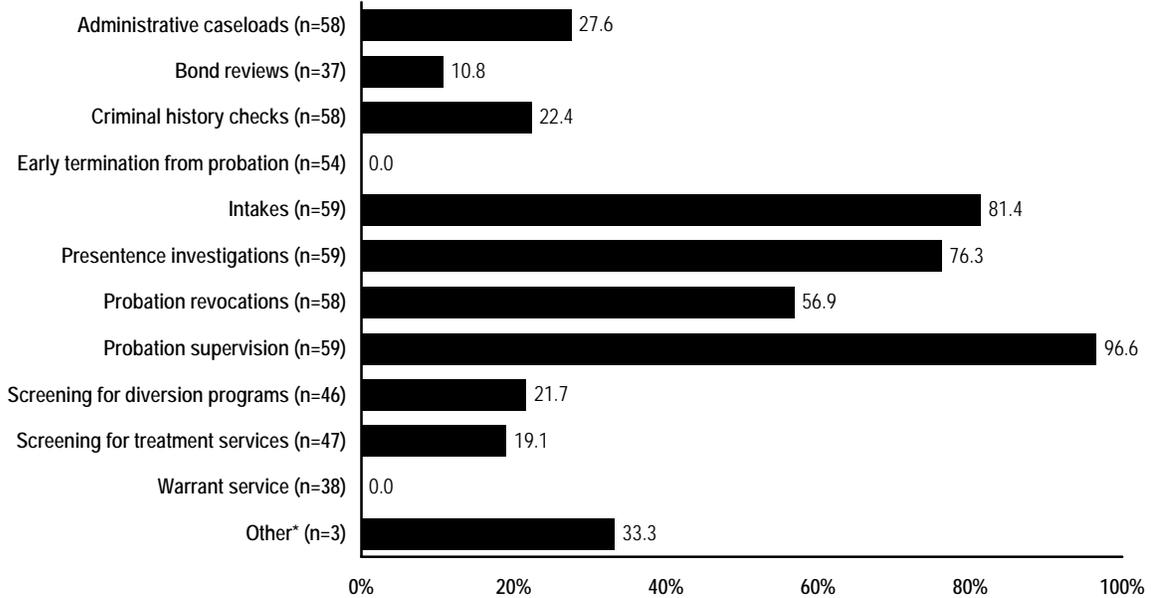


'n=' denotes the total number of respondents for each item and was the denominator used to calculate the associated percentage.

\* Other probation activities rated as major contributors were "paperwork", "public service work", "court", "drug testing at request of court" and "cognitive services".

**% PROBATION SERVICES RATED AS 'MAJOR CONTRIBUTOR' TO OFFICE WORKLOAD**

**Figure P.2**

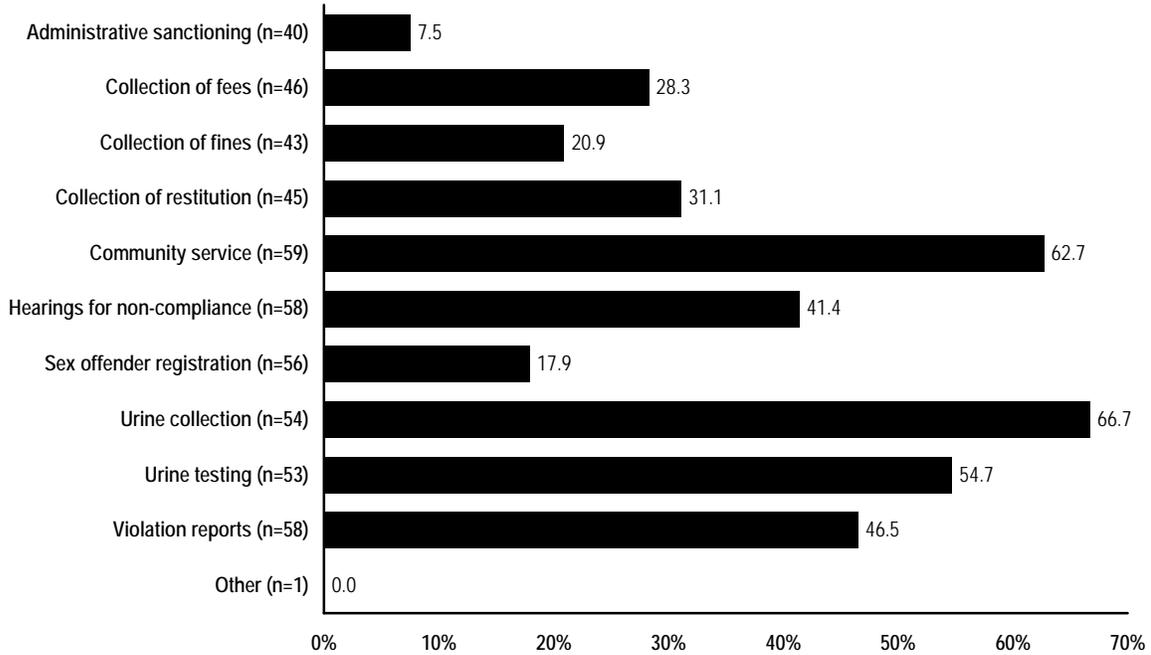


'n=' denotes the total number of respondents for each item and was the denominator used to calculate the associated percentage.

\* The other probation service rated as a major contributor was "review hearings".

**% OTHER ACTIVITIES RATED AS 'MAJOR CONTRIBUTOR' TO OFFICE WORKLOAD**

**Figure P.3**



'n=' denotes the total number of respondents for each item and was the denominator used to calculate the associated percentage.

While workload information was collected on a number of specific probation activities and services, probation officials were also given the opportunity to more generally comment on the factors they believe have contributed to workload in their agency. Consistent with the data reported earlier, a common theme emerged around the number of offenders on probation requiring supervision. As explained by one respondent,...

*"There are more offenders sentenced to probation in the adult system but no corresponding increase in personnel".* This was echoed by another who explained that greater workload was caused by,...

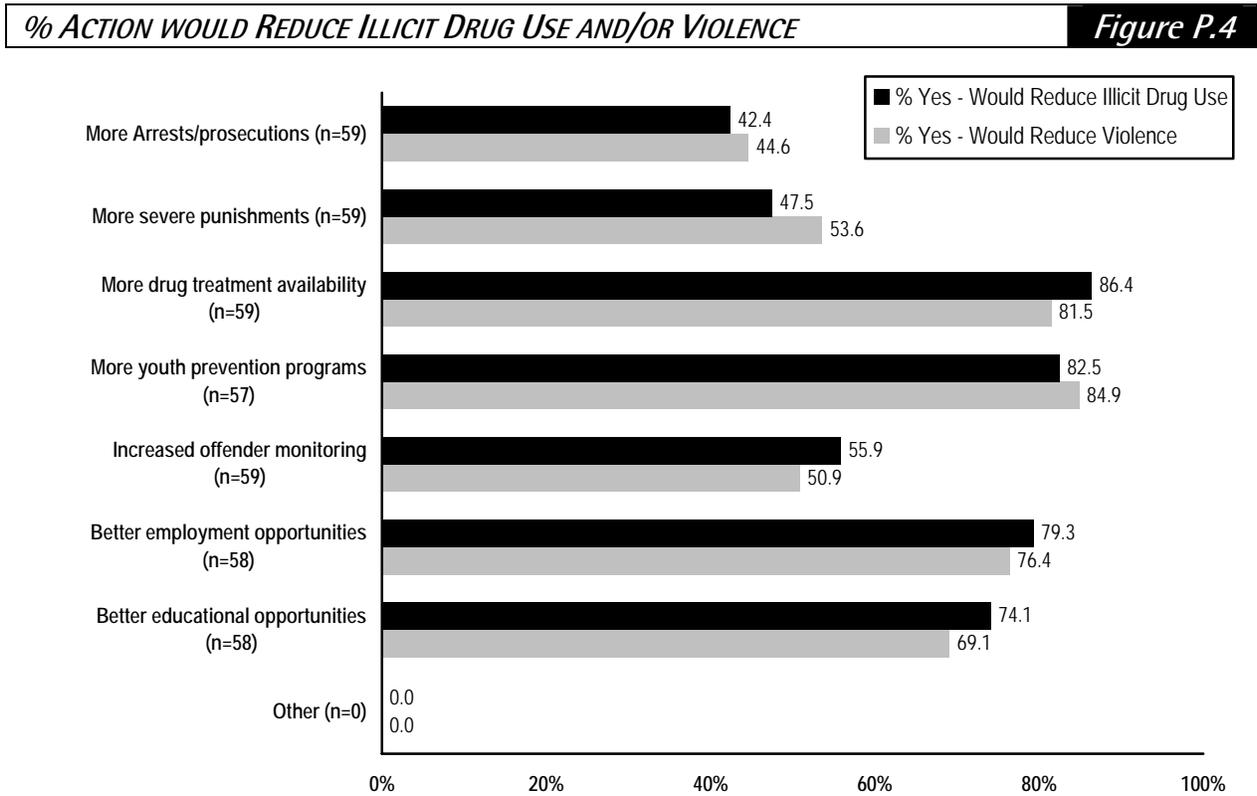
*"The increase in caseload coupled with increases in clients being sentenced to probation multiple times".* There was also further elucidation of specific activities affecting workload,...

*"Our county has had a major increase in the amount of pre-sentence investigations that are being ordered and this has caused a major workload issue for our department. We also supervise terminated cases that still owe probation fees and/or UA fees. All very time consuming".*

## Illicit Drug Use and Violence

The survey questionnaire focused on two specific areas that may have an impact on office workload – illicit drug use and violence. Views were elicited on the impact of certain actions for reducing drug use or violence. **Figure P.4** shows the results.

- The majority of respondents rated *more drug treatment availability* (86.4%) and *more youth prevention programs* (82.5%) as actions that would reduce illicit drug use.
- The same two factors were most frequently rated as actions that would also reduce violence (*more youth prevention programs*-84.9%; *more drug treatment availability*-81.5%).
- *More arrests/prosecutions* (reduce drug use-42.4%; reduce violence-44.6%) and *more severe punishments* (reduce drug use-47.5%; reduce violence-53.6%) were among the least frequently rated for reducing drug use or violence.
- About one-in-five (20.3%) rated all seven actions as impacting on reduced drug use while a lower percentage of respondents (10.5%) rated all seven as actions that would reduce violence.



'n=' denotes the total number of respondents for each item and was the denominator used to calculate the associated percentage.

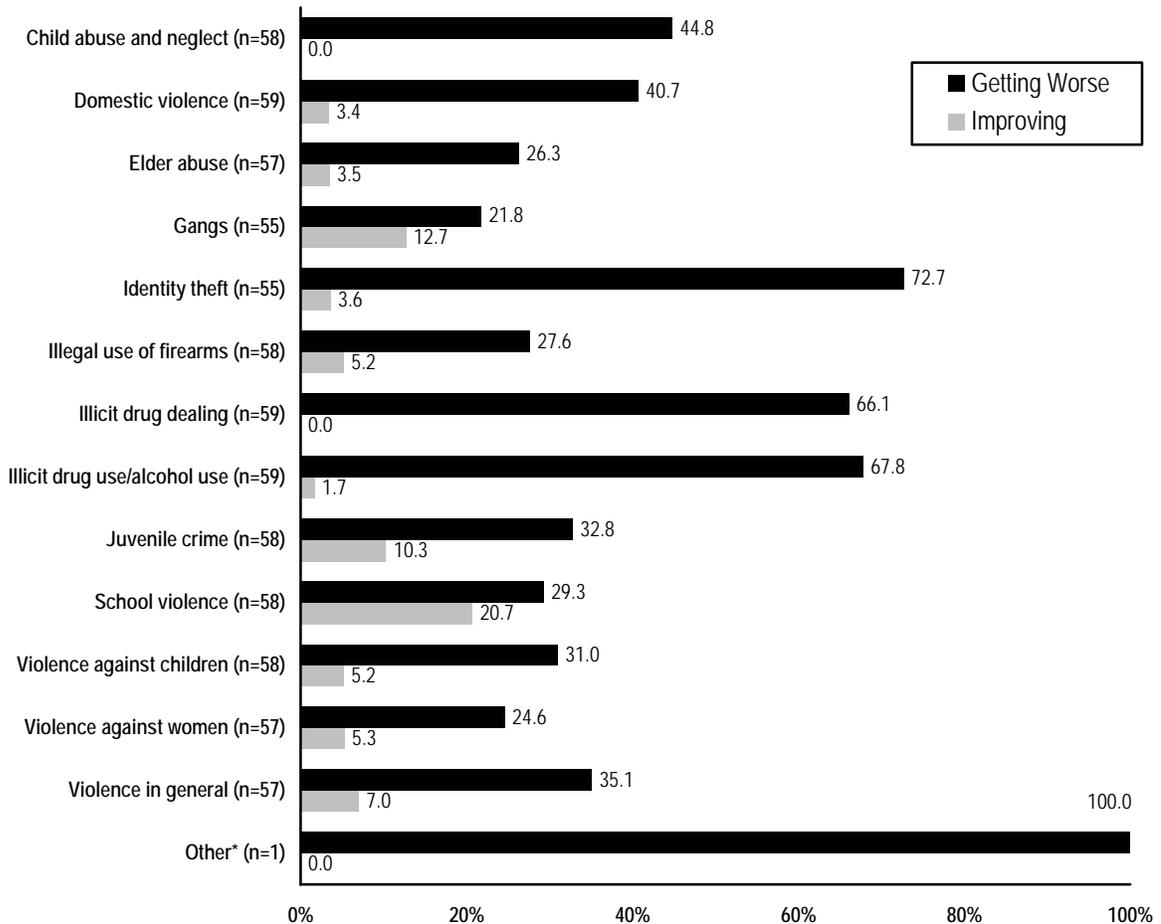
## Problems Affecting Probation

As another measure of factors that may contribute to office workload, respondents were asked to rate 13 problems in terms of whether they were 'Getting Worse', 'Staying the Same' or 'Improving'. Figure P.5 shows the proportion of respondents that rated each problem as either getting worse or improving.

- *Identity theft* (72.7%), *illicit drug use/alcohol use* (67.8%) and *illicit drug dealing* (66.1%) were the problems most commonly rated as getting worse.
- A minority of respondents rated the problems of *school violence* (20.7%), *gangs* (12.7%) and *juvenile crime* (10.3%) as improving.
- About half (50.8%) rated five or more of the 13 problems listed as getting worse.

% PROBLEMS ARE GETTING WORSE OR IMPROVING

Figure P.5



'n=' denotes the total number of respondents for each item and was the denominator used to calculate the associated percentage.

\* The other problem rated as getting worse was "increased state/federal mandates without proper resource allocation".

## Staffing

The second section of the probation questionnaire collected information on staffing, including the need to increase certain staffing positions, factors related to staff retention and staff training areas.

### Number of Staff

Survey respondents were asked to consider ten different staff positions and indicate where increases were required or positions needed to be developed within their agency. Figure P.6 shows those rated as 'Major Increase Needed' or 'Needs to be Developed'.

- *Number of field officers* (26.2%) was the position most often identified as needing a major increase followed by *treatment staff* (18.2%), *investigators* (11.6%), and *planners/researchers* (11.6%).
- *Number of treatment staff* (27.3%), *warrants staff* (23.3%), and *planners/researchers* (16.3%) were the most frequently rated positions that needed to be developed.
- Very few respondents rated *number of front line supervisors* and *senior managers* as needing major increases or development.
- Over half (54.1%) reported that none of the positions needed a major increase in the number of staff while 70.5% indicated that none of the positions needed to be developed within their agency.

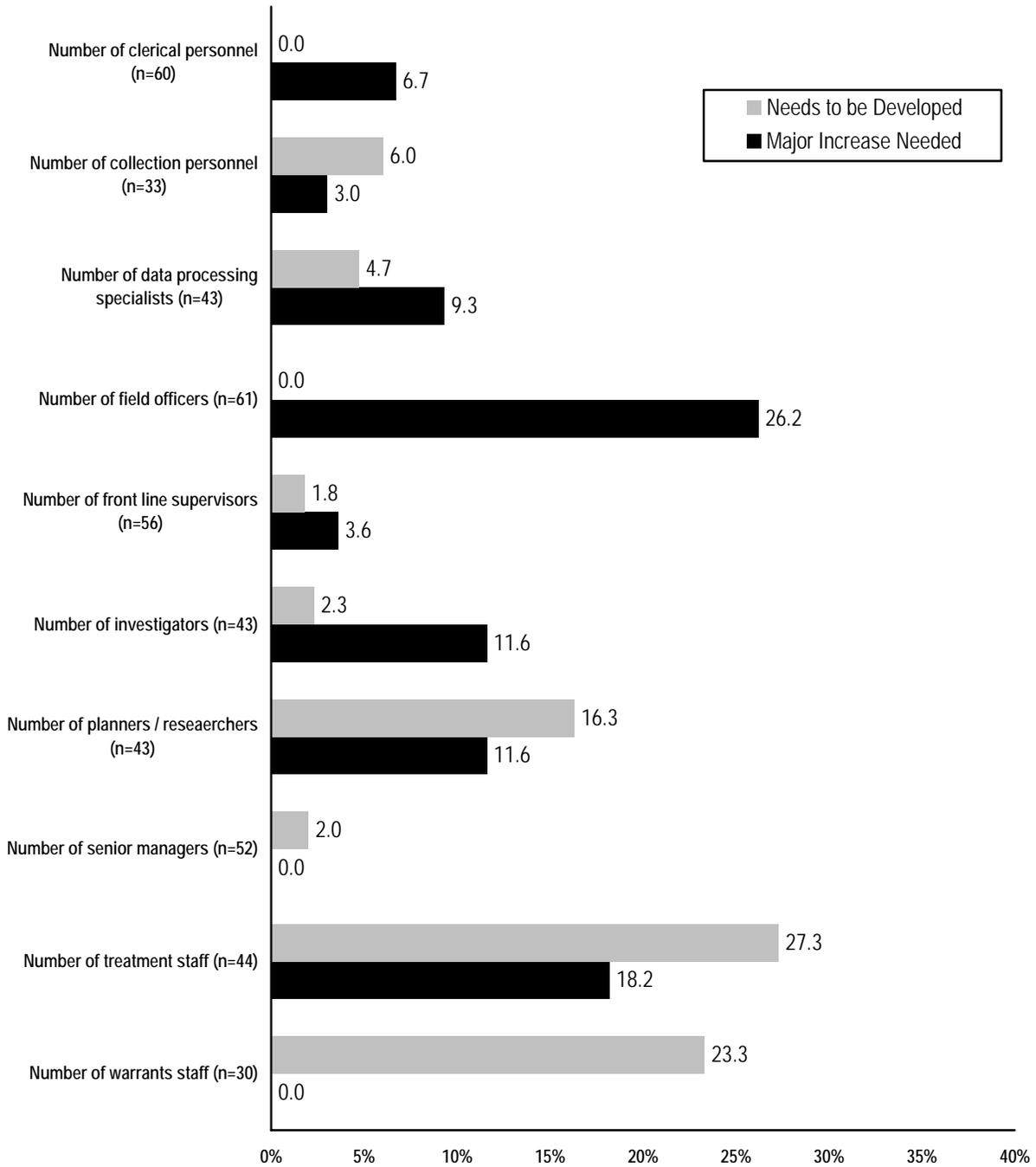
### Retention Factors

Retention of staff is an important consideration in the field of probation. The survey questionnaire listed 13 factors that may contribute to problems retaining staff. Respondents were asked to rate the extent that each contributed to retention problems. Figure P.7 shows the percentage identified as a 'Major Contributor'.

- *Budget reductions* (43.3%) and *salaries* (40.9%) were identified by 40% or more of respondents as major contributors to problems retaining staff.
- About one-third rated *career incentives* (35.0%) and *lack of promotional opportunities* (33.3%) and one-quarter rated *burnout* (25.0%) and *overall job satisfaction* (23.3%) as major contributors to staff retention problems.
- Only a small minority of probation officials rated *personal safety*, *training* and *variety of work* (all 1.7%) as major contributors to loss of staff.
- About one-third (32.8%) of respondents did not feel any of the factors were major contributors to problems retaining staff while 21.6% identified five or more factors as major contributors.

**% STAFF POSITIONS 'MAJOR INCREASE NEEDED' OR 'NEEDS TO BE DEVELOPED'**

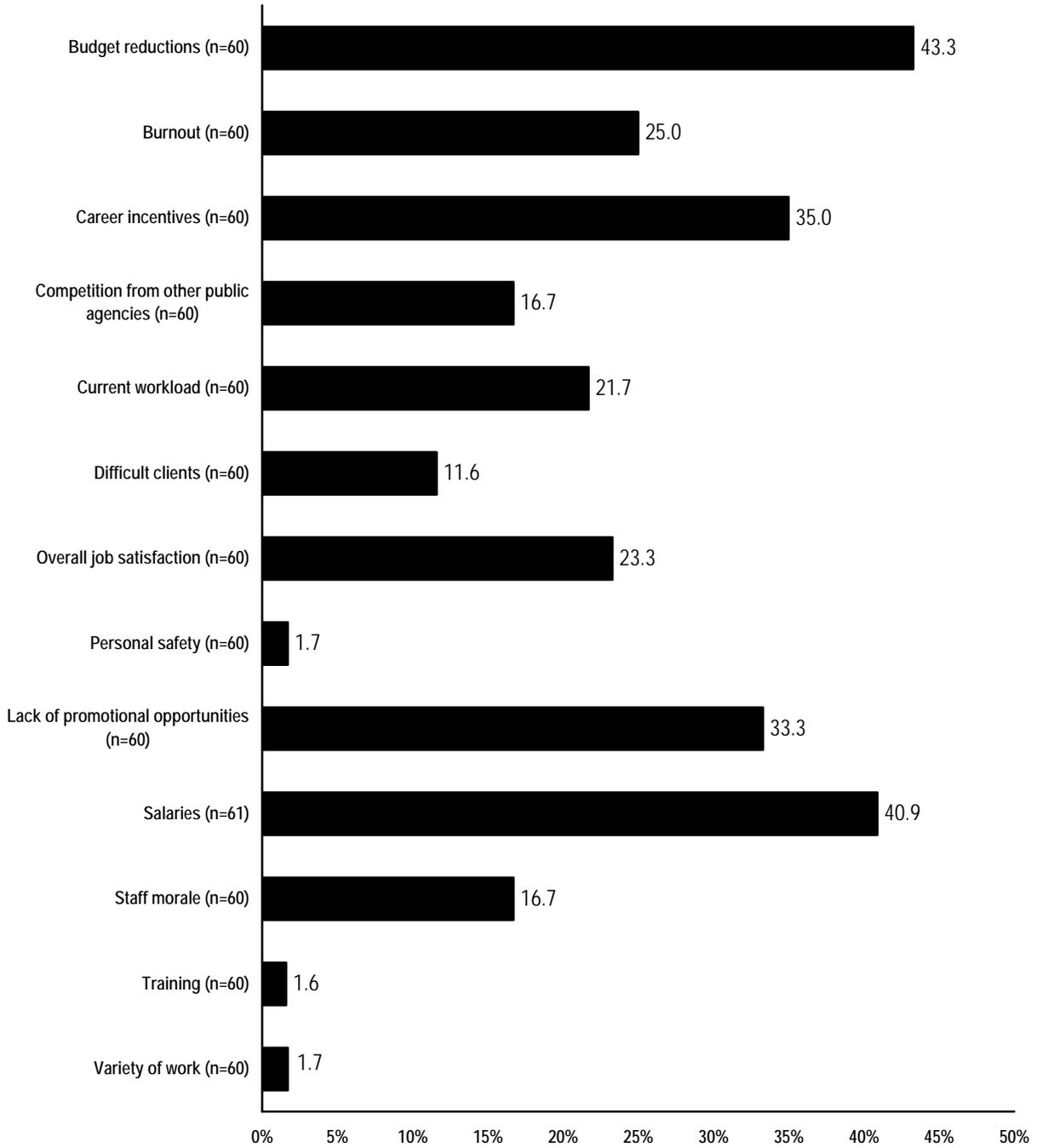
**Figure P.6**



'n=' denotes the total number of respondents for each item and was the denominator used to calculate the associated percentage.

**% RETENTION FACTORS RATED 'MAJOR CONTRIBUTOR' TO PROBLEMS**

**Figure P.7**



'n=' denotes the total number of respondents for each item and was the denominator used to calculate the associated percentage.

## Staff Training

On-going training is fundamental to the field of probation. Often times, certain probation activities require specialized training. Information was collected on 29 staff training areas and for each, respondents were asked to rate whether improvement was required or whether the area needed to be developed. **Figure P.8** shows those areas identified as 'Needs Major Improvement' or 'Needs to be Developed'.

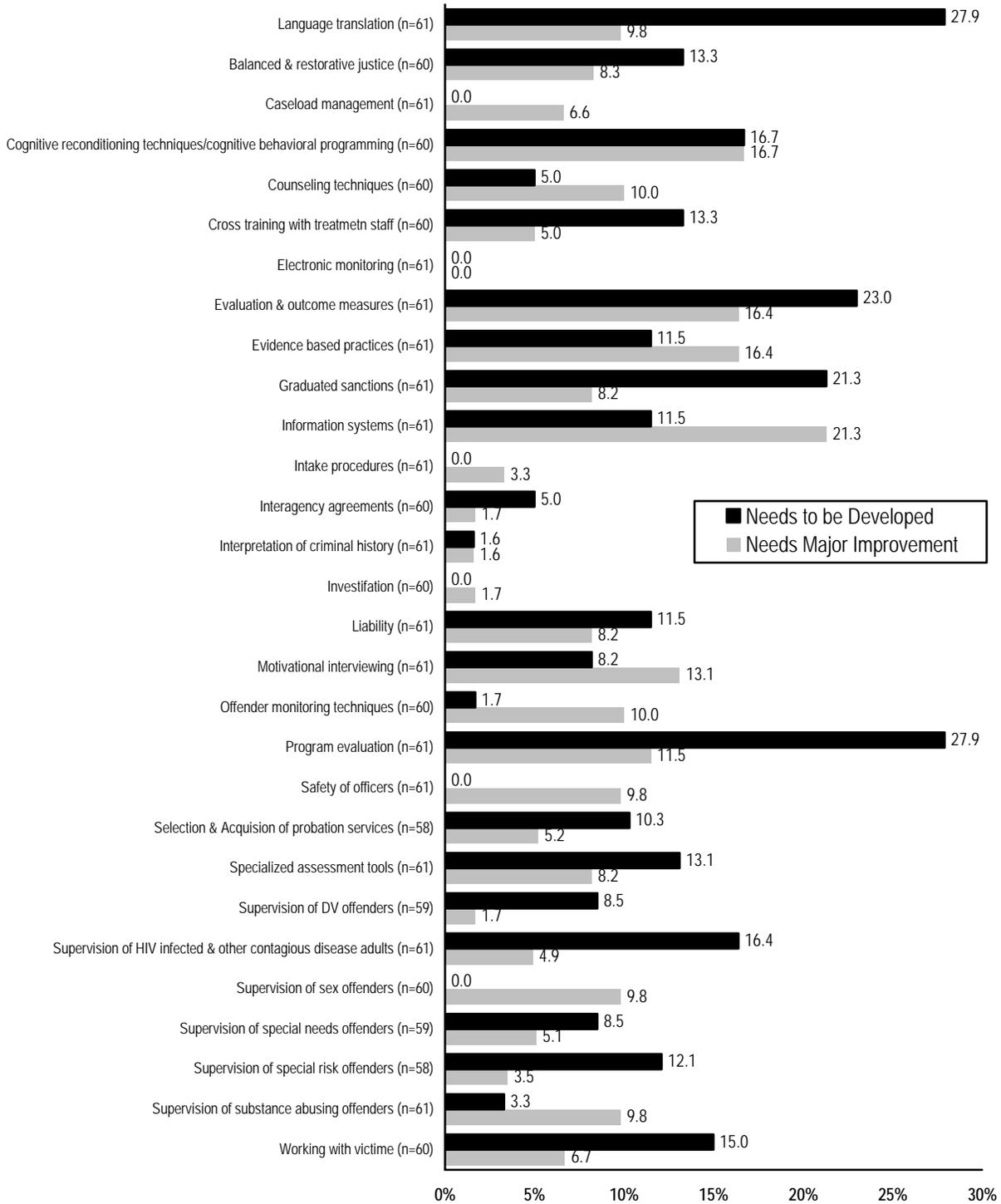
- Generally, a low percentage of the training areas were rated as needing major improvement. Only *information systems* was above 20% (21.3%) followed by *cognitive reconditioning techniques/cognitive behavioral programming* (16.7%), *evaluation and outcome measures* (16.4%) and *evidence-based practices* (16.4%).
- Major improvement in training of supervision practices was less apparent (*supervision of DV offenders*-1.7%; *supervision of HIV infected and other contagious disease adults*-4.9%; *supervision of sex offenders*-9.8%; *supervision of special needs offenders*-5.1%; *supervision of special risk offenders*-3.5%; and *supervision of substance abusing offenders*-9.8%).
- More than one-quarter (26.2%) did not feel major improvement was necessary for any of the training areas while 31.2% indicated only one area in need of major improvement.
- Similar results were found in terms of training areas to be developed. Slightly more than one-third (34.4%) felt none of the training areas needed to be developed and 16.4% identified only one area for development.

Given the importance of staff training, probation officials were asked to more broadly comment on particular training needs in their agency. Some indicated that perhaps there is too much focus on training,... *"I doubt that more training is necessary. Staff are pretty well trained and time at training is a drain on time needed for supervision"*. Others felt the amount of training was more at issue,... *"We have been thrown into too much training this last six months. We do not have time to digest what we learn before we go to another training"*.

At the same time, there were a number that suggested training needs to be on-going,... *"Training in all areas of probation needs to be on a regular basis. Not just a one time thing and then you have met the requirements of the State and training in that area is not offered or attended again"*. *"We need on-going training in effective communication techniques, especially motivational interviewing techniques. My main concerns are with new assessment, cognitive reconditioning technology and cognitive behavioral programming. I believe departments not accustomed to this need continued training over a long period of time"*. Continuity and support after training was also identified as a priority,... *"I like the idea of once trained in an area, to continue with booster sessions (e.g., cognitive skills, motivational interviewing, etc.)"*.

**% STAFF TRAINING AREAS 'NEEDS MAJOR IMPROVEMENT' OR 'NEEDS TO BE DEVELOPED'**

**Figure P.8**



'n=' denotes the total number of respondents for each item and was the denominator used to calculate the associated percentage.



## Operations and Procedures

The next section of the probation questionnaire collected information on operations and procedures such as assessment practices, types of contracted services, programs, policies or procedures, drug testing, management information systems and work/cooperation with federal agencies, state/multi-jurisdictional criminal justice agencies and other agencies.

### Assessment Tools

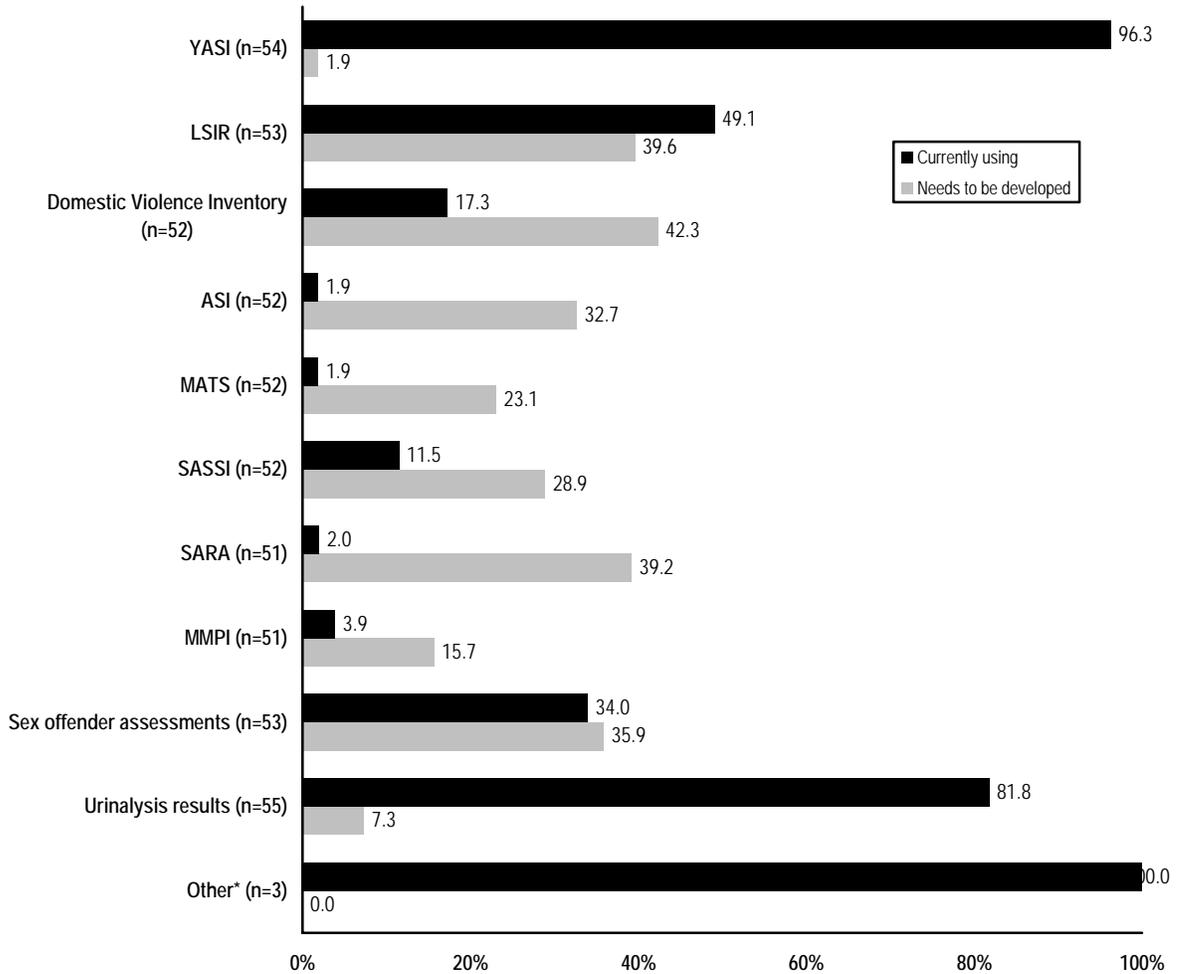
Probation officials were asked to consider a list of ten different assessment tools and indicate whether in their agency they were 'Currently Using', 'Needs to be Developed' or 'Do Not Need'. **Figure P.9** shows the results.

- Almost all (96.3%) were using the *Youth Assessment and Screening Inventory (YASI)* and the vast majority (81.8%) were also using *urinalysis results*.
- The *Level of Service Inventory-Revised (LSI-R)* was being used by about half of the respondents (49.1%).
- The *Domestic Violence Inventory* (42.3%) was the most frequently cited assessment tool that agencies would like to implement followed by the *LSI-R* (39.6%) and *Substance Abuse Relapse Assessment (39.2%-SARA)*.
- Only 10.9% were currently using just one of the assessments listed while 34.6% were using four or more.

The survey questionnaire provided an opportunity for respondents to further comment on any particular needs for, or problems with, any assessment tools used in their agencies. Generally the comments were positive. *"We are getting more involved with assessments as our department moves forward with best practices". "We are in the process of selecting a substance abuse tool to help us screen for the drug court and in general".* However, there was concern expressed regarding the utility of some assessments,... *"The assessment tools being implemented do not meet available resources in the community". "We're still waiting on guidance from AOIC regarding policy and procedure on the LSI-R and the validity of the pre-screen".*

**% CURRENTLY USING ASSESSMENT TOOLS OR NEEDING DEVELOPMENT**

**Figure P.9**



'n=' denotes the total number of respondents for each item and was the denominator used to calculate the associated percentage.

\* Other assessment tools currently being used were "risk/needs", "GAIL" and "ancillary instruments".

### Contracted Services and Probation Programs

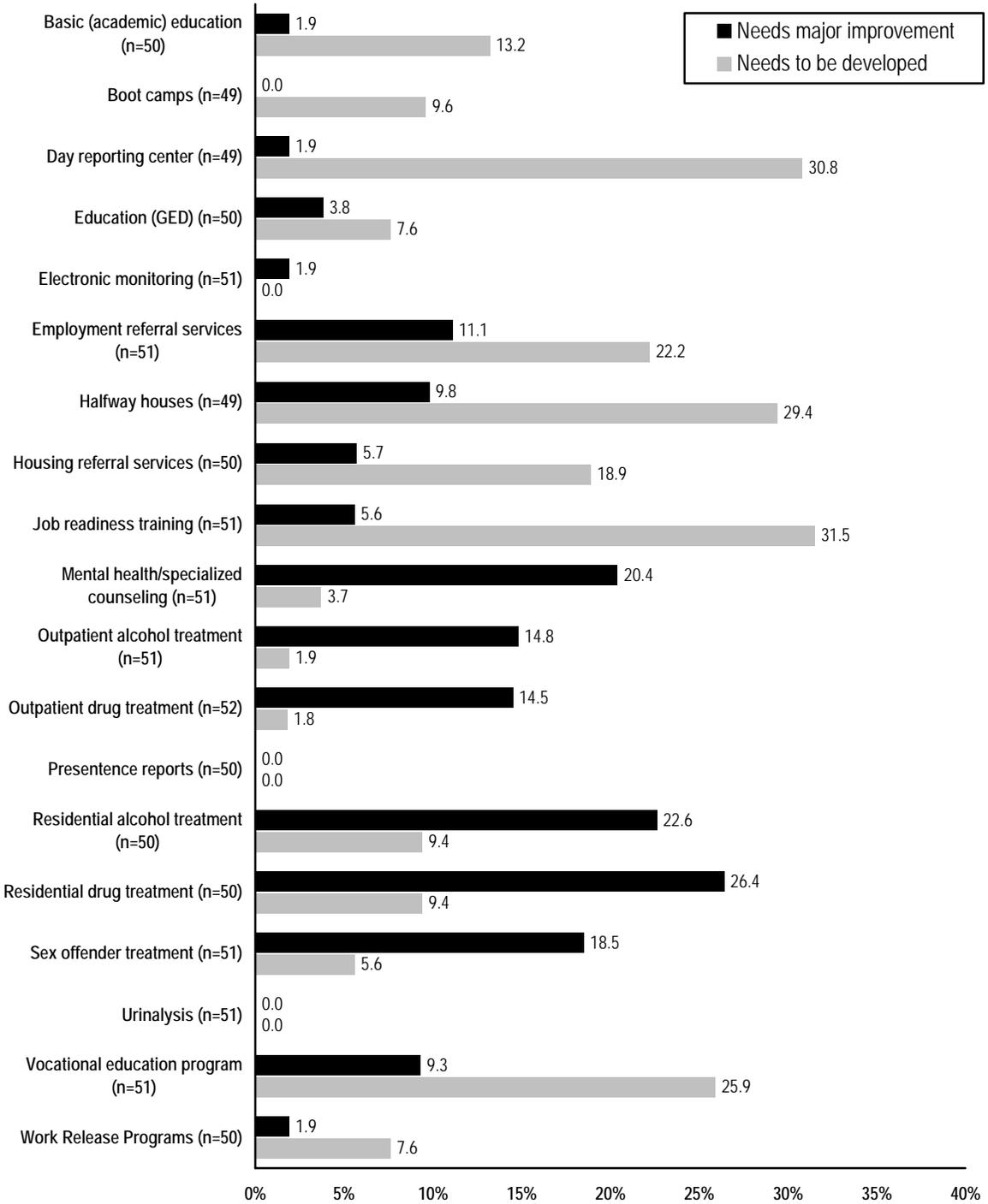
Information was also collected on contracted services and probation programs within each agency's jurisdiction. Respondents that provided or had access to the services or programs were asked to rate the level of improvement each required ('Needs Little or No Improvement', 'Needs Moderate Improvement', 'Needs Major Improvement'). For the services or programs that were not offered or were unavailable in the community, respondents had the opportunity to rate whether each 'Needs to be Developed' or are not needed (i.e., 'Do Not Need'). Figures P.10 and P.11 list the services/programs and shows the percentage rated as 'Needs Major Improvement' or 'Needs to be Developed'.

- *Residential drug treatment (26.4%), residential alcohol treatment (22.6%) and mental health/specialized counseling (20.4%)* were the contracted services most often rated as needing major improvement.
- *Job readiness training (31.5%), day reporting centers (30.8%) and vocational educational programs (25.9%)* were the most frequently listed as needing development.
- Almost all respondents felt *electronic monitoring* and *urinalysis* [which are two common types of contracted services in probation] did not require major improvement or development.
- *Vocational programs (30.2%), day reporting centers (26.9%), graduated sanctions programs (23.1%) and restorative justice programs (23.1%)* were the probation programs most often rated as needing major improvement.
- Probation officials listed *drug treatment programs (20.4%), mental health treatment (18.9%) and alcohol treatment programs (17.0%)* as the three most common types of programs that need to be developed.
- Similar to the contracted services, few respondents rated *electronic monitoring programs* and *drug testing programs* as needing major improvement or development.
- About one-third (32.7%) indicated that none of the contracted services needed major improvement while 47.3% reported that none of the programs required significant improvement.

As was the case with assessments, probation officials could further comment on their experiences in contracting services in their agencies. Comments regarding services were quite positive, the main issue centering on funding,... *"We have had good luck, experience and outcomes with most outside contractual services. The major issue is funding them"*. However, there was some concern raised around availability and activities. As one respondent explained,... *"There is not enough available in rural areas"*. Another described that such services,...*"rarely supply enough information to adequately be knowledgeable for referral (e.g., cost, times, dates, client needs prior to appointment, etc.)"*.

**% CONTRACTED SERVICES 'NEEDS MAJOR IMPROVEMENT' OR 'NEEDS TO BE DEVELOPED'**

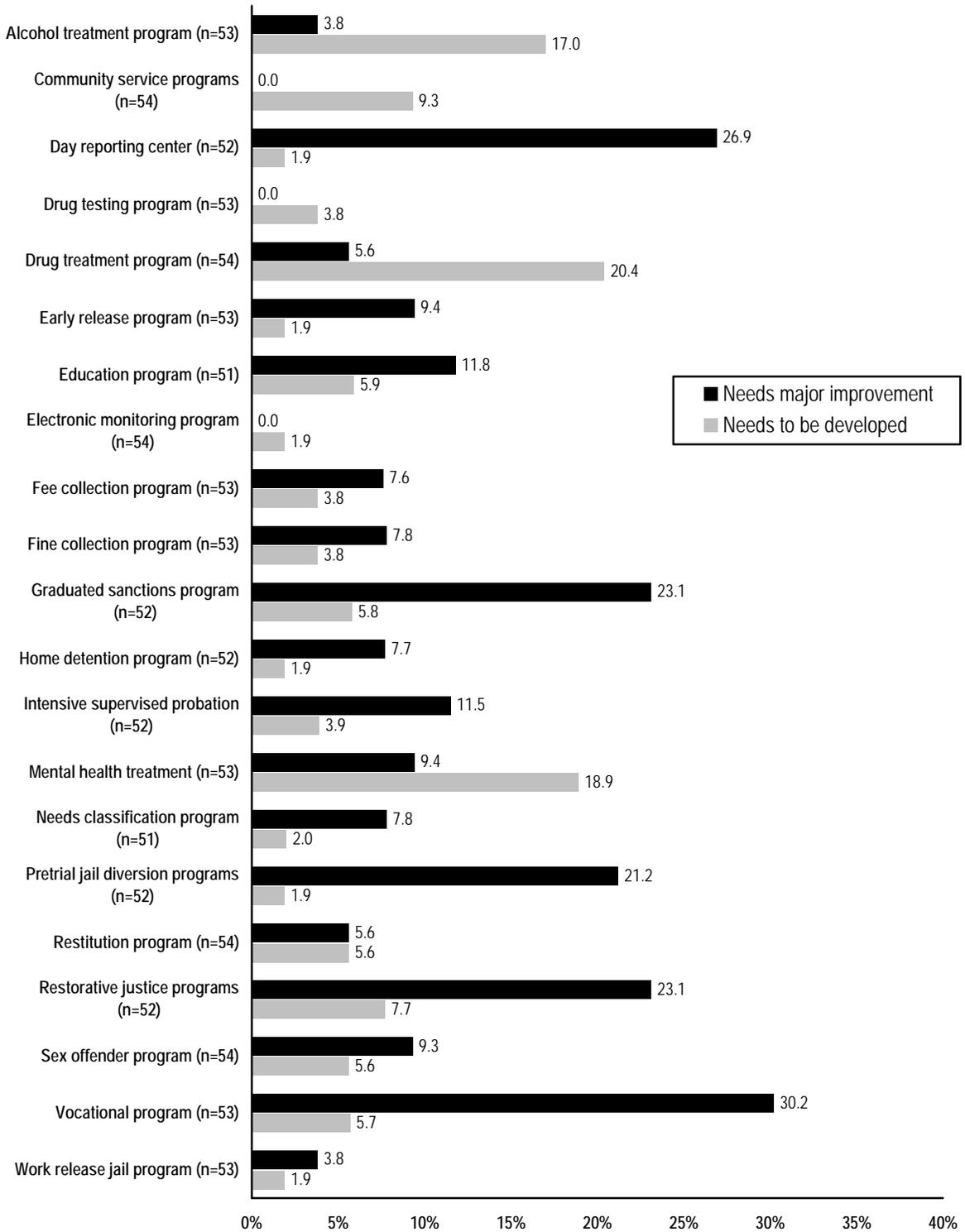
**Figure P.10**



'n=' denotes the total number of respondents for each item and was the denominator used to calculate the associated percentage.

**% PROGRAMS 'NEEDS MAJOR IMPROVEMENT' OR 'NEEDS TO BE DEVELOPED'**

**Figure P.11**



'n=' denotes the total number of respondents for each item and was the denominator used to calculate the associated percentage.

## Policies and Procedures

There are a number of policies and procedures in place to ensure continuity of probation practices across the State. Probation officials were asked to comment on a number of these and rate the level of improvement required or whether a particular policy/procedure needed to be developed within their agency. **Figure P.12** shows those rated as 'Needs Major Improvement' or 'Needs to be Developed'.

- Few of the seven specific policies/procedures were rated as needing major improvement. Only *early termination of compliant clients from probation* was rated above 10% (12.7%).
- *Use of call-in administrative services* (25.0%), *use of surveillance or home check officer* (18.9%) and *use of clerks or specialized services to collect fines, fees, etc.* (11.8%) were the policies/procedures most frequently rated as needing to be developed.
- The majority (83.6%) felt that major improvements to existing policies or procedures were unnecessary. Interestingly, 25.5% felt that four or more of the policies were not even needed.

Regarding changes that have been made to policies or procedures, a number responded that recent changes had occurred. One official simply stated,... *"We are undergoing major change"*. Others provided more detail,... *"We are in the process of systemic change in our department with regards to best practices. We are making changes to policy and procedures to reflect those changes"*. Examples of changes were also provided,... *"We have started weekly reports for pre-trial cases given the new assessment tools for juveniles and adults"*.

## Management Information Systems

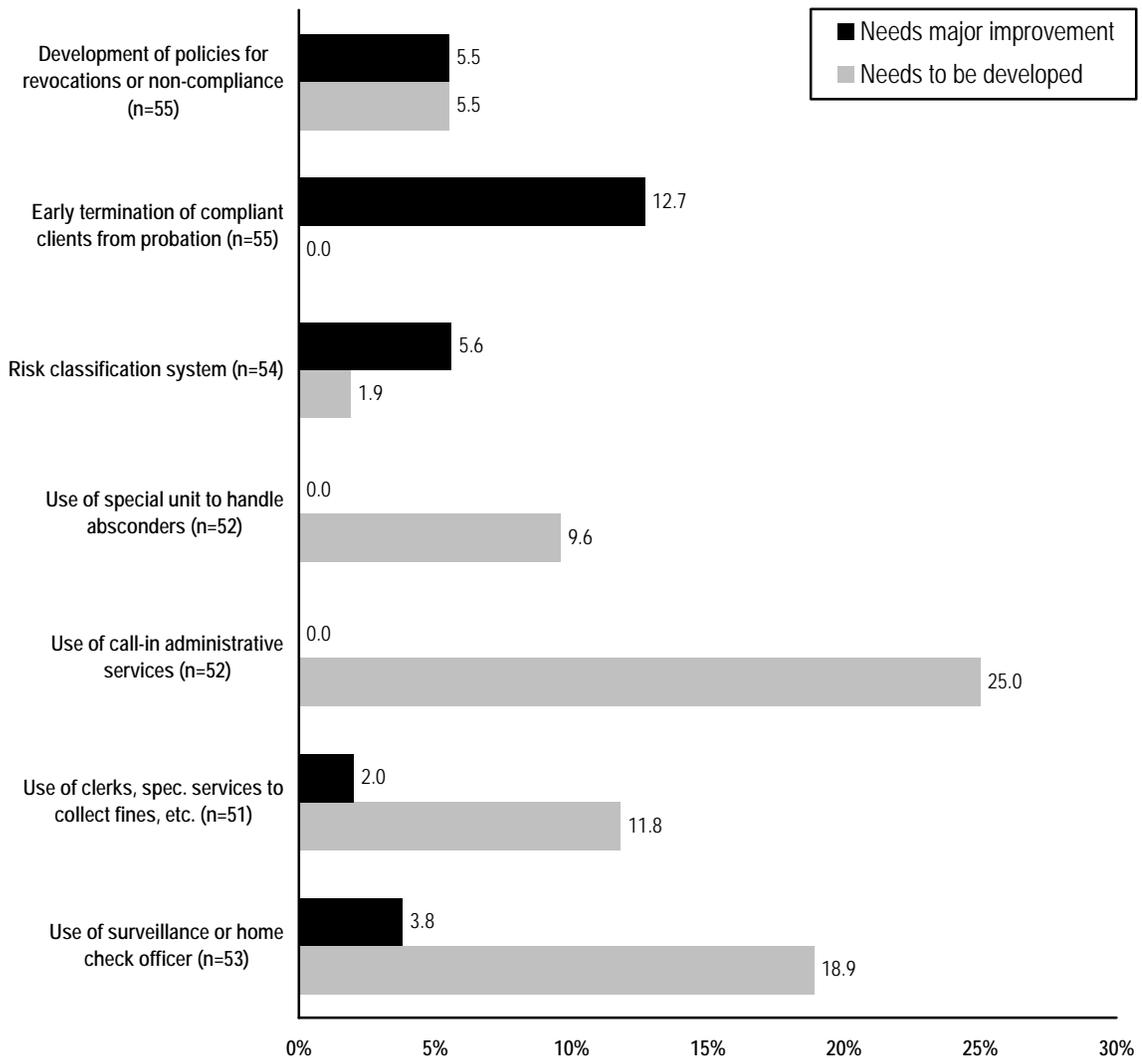
Similar to the section on policies and procedures, respondents were asked whether particular automated information systems or system modules required improvement or needed to be developed with their agency. **Figure P.13** shows those rated as 'Needs Major Improvement' or 'Needs to be Developed'.

- *Management reports* systems were most often identified as needing major improvement (30.2%) followed by *case management* (24.1%) information systems.
- Almost 15% (14.6%) of respondents identified *personnel* and 9.4% rated *management reports* as systems that needed to be developed.
- Close to two-thirds (63.0%) felt that none of the systems listed required major improvement.

In terms of particular needs in management information systems, a few specific examples were provided such as... "measuring outcome for department and individual officers". Others gave broader thoughts concerning their system needs,... "We need better ability to interact with other parts of the criminal justice system (e.g., state attorney's office, etc.)". "We are not totally happy with our management information system. The best scenario would be a statewide system".

**% RATING POLICIES AND PROCEDURES AS 'NEEDS MAJOR IMPROVEMENT' OR 'NEEDS TO BE DEVELOPED'**

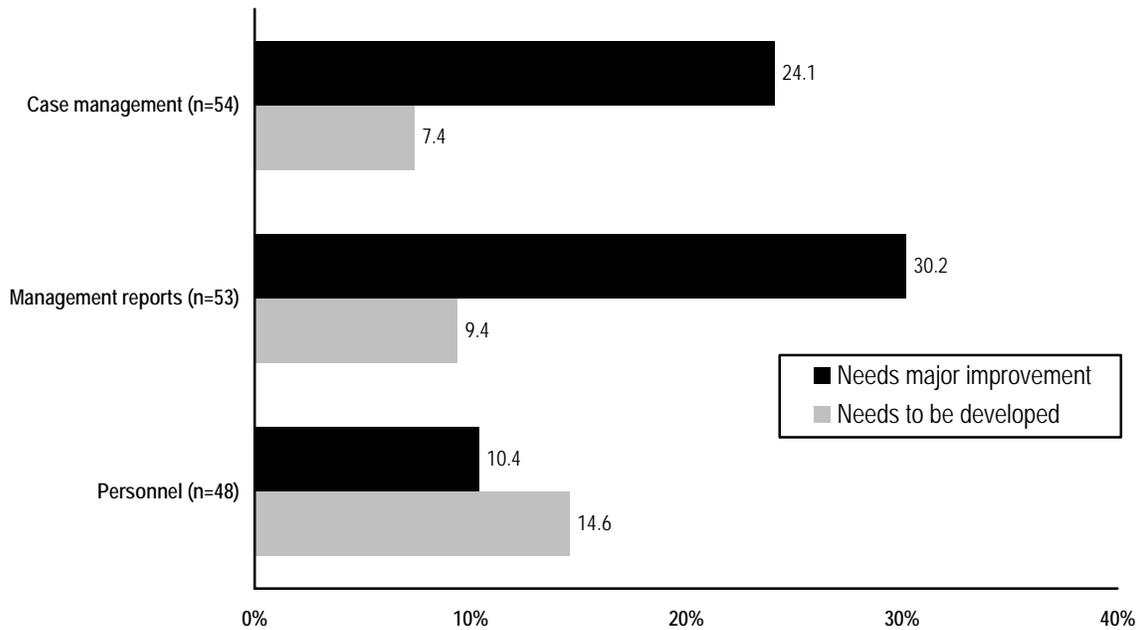
**Figure P.12**



'n=' denotes the total number of respondents for each item and was the denominator used to calculate the associated percentage.

**% MANAGEMENT INFORMATION SYSTEMS OR SYSTEM MODULES 'NEEDS MAJOR IMPROVEMENT' OR 'NEEDS TO BE DEVELOPED'**

**Figure P.13**



'n=' denotes the total number of respondents for each item and was the denominator used to calculate the associated percentage.

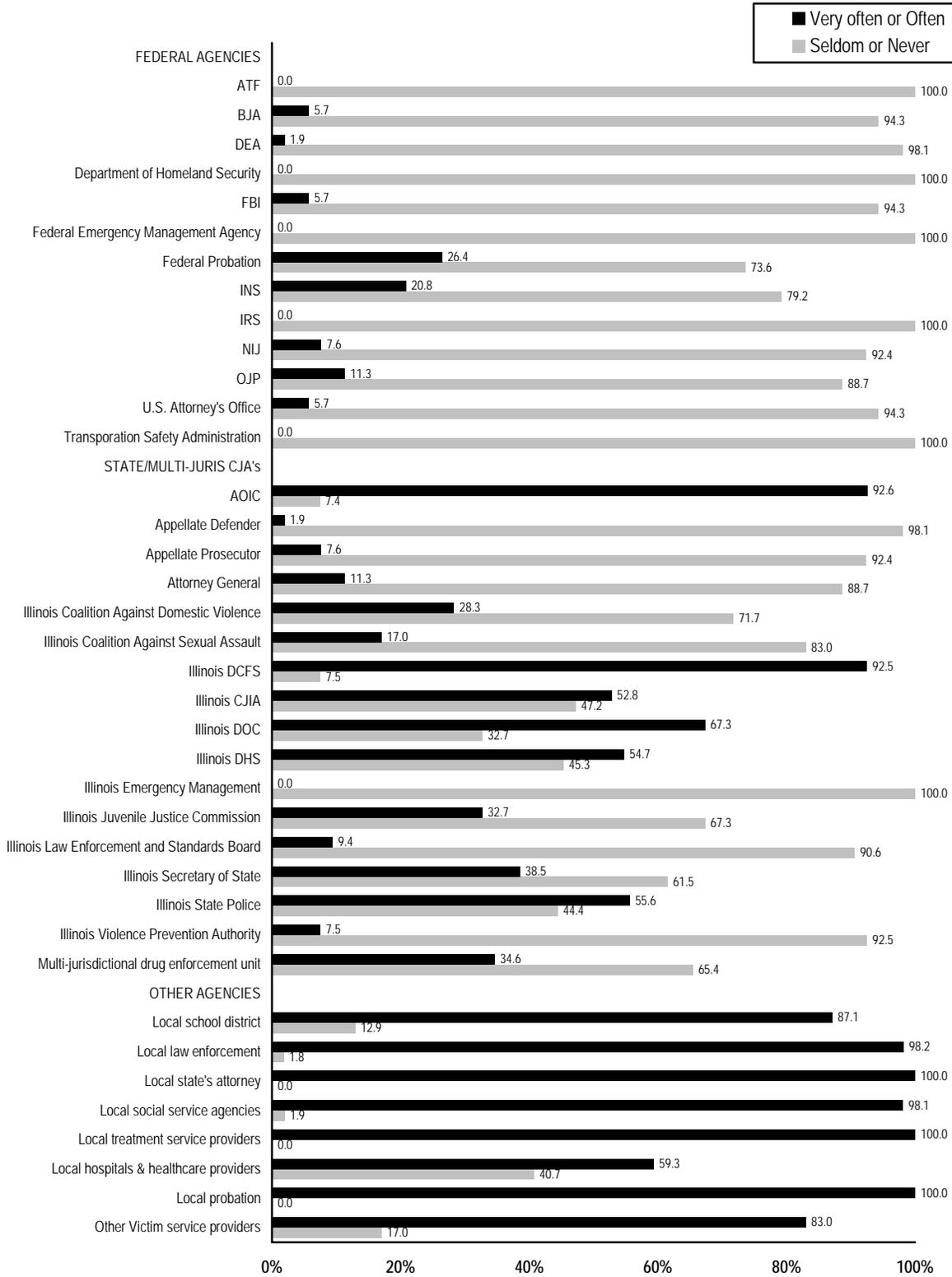
### Level of Work and Cooperation with Agencies

The final area of information that was collected on probation office's operations and procedures was the frequency of work with federal agencies, state/multi-jurisdictional criminal justice agencies and other agencies. Responses were grouped into categories of 'Very Often/Often' or 'Seldom/Never'. Figure P.14 shows the results.

- A fairly low percentage of respondents indicated they worked regularly with federal agencies – *Federal Probation* (26.4%), *Immigration and Naturalization Service* (20.8%) and *Office of Justice Programs* (11.3%).
- There was a large range in working with state/multi-jurisdictional criminal justice agencies – the *Administrative Office of the Illinois Courts* (97.8%), *Illinois Department of Children and Family Services* (66.7%), *Illinois State Police* (62.2%) and *Illinois Department of Human Services* (61.4%) were most frequently listed as working with on a regular basis.
- Less variation was noted in working often with other agencies. The majority of respondents (ranging from 59.3% to 100.0%) indicated they frequently worked with the local agencies listed.

**% FREQUENCY OF WORKING WITH AGENCIES**

**Figure P.14**



'n=' denotes the total number of respondents for each item and was the denominator used to calculate the associated percentage.

## Research and Evaluation

The final section of the survey asked probation officials to list topics or programs that they believe should be priorities for future research or evaluation. Unfortunately, only three respondents provided information. The areas listed were “*field work (specifically home visits)*”, “*drug courts*”, “*new forms of supervision*”, “*case planning using cognitive behavioral approach*”, and “*graduated sanctions*”.

## Comparison of Survey Periods

In 1996, the Illinois Criminal Justice Information Authority (ICJIA) initiated the first survey of criminal justice agencies in Illinois. At that time, the Institute for Law and Justice (the consulting firm under contract to ICJIA to conduct the survey) surveyed six groups – police chiefs, state's attorneys, judges, jail administrators (sheriffs), public defenders and adult probation office directors. The areas examined in the 1996 survey were very similar to the areas included in the 2005 survey. Accordingly, there is an opportunity to compare findings across the two survey periods.

A total of 72 probation director's completed the 1996 survey, yielding a response rate of 69.2%. As mentioned, the 1996 probation survey examined similar areas as the 2005 survey including background information, workload, staffing, operations and procedures and research and evaluation. Selected results of the 1996 survey data are shown below. The comparable 2005 survey data is drawn from the main body of the probation chapter and shown underlined in parentheses.

### Background

- Average operating budget reported in the 1996 survey was \$425,897 (\$2.6 million).
- Mean number of supervised probationers was 825.2 (1,276) and supervised pretrial cases was 57.6 (165).
- Average number of probation officers in 1996 was 8.2 (26).

### Workload

- The 1996 survey identified *home detention without electronic monitoring, work release and day reporting* as the probation activities most frequently rated as major workload contributors (day reporting, sex offender supervision and intensive supervision).
- The probation services most frequently mentioned as major contributors to workload in 1996 were *pre-sentence investigations-felonies, probation*

*supervision and intakes (probation supervision, intakes and presentence investigations).*

- The 1996 survey reported *more youth prevention programs* as the most commonly rated action that would reduce both illicit drug use and violence (*more drug treatment availability-reduce drug use, more youth prevention programs-reduce violence*).
- *Juvenile crime, juvenile violence and illicit drug use* were the problems most often identified in the 1996 survey as 'Getting Worse' (*identity theft, illicit drug use/alcohol use and illicit drug dealing*).

### Staffing

- Respondents to the 1996 survey identified *number of field officers* as the staff position most in need of a major increase (*number of field officers*) while *salaries* and *career incentives* were the two most common factors rated as major contributors to retention problems (*budget reductions* and *salaries*).
- The three top training areas rated as needing major improvement in 1996 were *safety of officers, supervision of sex offenders* and *supervision of special risk offenders (information systems, cognitive reconditioning techniques/cognitive behavioral programming and evaluation and outcome measures)*.

### Operations and Procedures

- *Mental health/specialized counseling, sex offender treatment and residential drug treatment* were the contracted services most often rated as needing major improvement in the 1996 survey (*residential drug treatment, residential alcohol treatment and mental health/specialized counseling*).
- Probation programs most commonly rated as needing major improvement in 1996 were *drug treatment, alcohol treatment and sex offender treatment (vocational programs, day reporting centers and graduated sanctions programs)*.
- *Use of call-in administrative services, use of a special unit to handle absconders and use of clerks or specialized services to collect fines, fees, etc.* were the policies/procedures most frequently rated by probation officials in 1996 as needing to be developed (*use of call-in administrative services, use of surveillance or home check officer and use of clerks or specialized services to collect fines, fees, etc.*).

## SECTION

# PD Public Defenders Results

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## Introduction

The survey questionnaire for public defenders provided information from respondents across five broad areas – Background, Workload, Staffing, Operations & Procedures, and Research & Evaluation. This report highlights some of the more salient findings from the detailed information that was generated by the survey. The report identifies results that may have implications for policies and programs as well as other more general issues for the Illinois Criminal Justice Information Authority. In addition to the selected findings reported here, we have compiled the results by county classification (i.e., Cook or Collar county, Other Urban county and Rural county). These findings are presented graphically in **Appendix A**.

## Background

Basic background information was collected (operating budget, funding sources, salary comparisons, average caseloads, FTE's in each employment category, responsibilities of the public defender programs, and information on court-appointed counsel systems and indigent defense systems) to provide context on the work of public defenders.

- Average annual operating budget for the current fiscal year was \$881,186 (SD=\$1,343,702, Median=\$365,000), ranging from \$26,000 to \$5.2 million.
- All of the respondents reported that their office was funded by the County government (100%). Ten percent also received funds from State government and 2.5% from Foundation Grants. None of the respondents reported funding from Federal governments, City governments or donations.
- Compared to salaries in the state's attorney's office, more than half (53.9%) of public defenders reported their salaries to be 'significantly less'; nearly one third (30.8%) reported 'somewhat less'; and the remaining 15.4% reported their salaries were 'equal' to those in the state's attorney's office.

- The average caseload per attorney during fiscal year 2004 (or most recent year available) was 373.9 (SD=219.8, Median=300). Caseloads ranged between a low of 125 and high of 1,000.
- The mean FTE's in each employment category for public defenders offices were:
  - Attorneys = 10.3
  - Clerical = 3.3
  - Investigators = 1.7
  - Law clerks = 0.05
  - Paralegals = 0.2
  - Social workers = 0.1
  - Other = 0.1
- Across all public defender offices, nearly all (>90%) reported having responsibilities in the following activities: non-capital homicides (97%); domestic violence (95%); juvenile (95%); misdemeanors (95%); and sex offender assignments (92%). More than half had responsibilities in guardian ad litem (87%); mental health (72%); child advocate (67%); and capital trials (59%). Responsibilities were more seldomly reported in the areas of paternity/child support (23%) and appeals (3%); and non-existent with capital appeals (0%).
- The most common types of indigent defense systems for both trials and appeals was *public defender* (trials-97.5%; appeals-83.9%).
- For 86.5% of the respondents, there was a test that defendants had to meet to be eligible for public defender and court-appointed counsel in criminal cases. However, respondents chose not to answer the question regarding what this test was based on.
- In nearly three quarters of the jurisdictions with court-appointed counsel systems, counsel were paid by the hour (72.7%). For the remaining 17.3% of jurisdictions with these systems in place, payments were made on a 'flat rate' basis.
  - Of those that paid by the hour for court-appointed counsel systems, the mean rate for criminal cases was \$75/hr in-court and \$71/hr out of court, while the rate for civil cases was \$27/hr in-court and \$78/hr out of court.

## Workload

The first section of the questionnaire examined types of cases, case processing, plea bargaining, case timelines, actions to reduce illicit drug use and violence and perceptions regarding a number of situations or problems pertinent to the work of public defenders (e.g., child abuse and neglect, domestic violence, etc.).

## Types of Cases and Case Processing

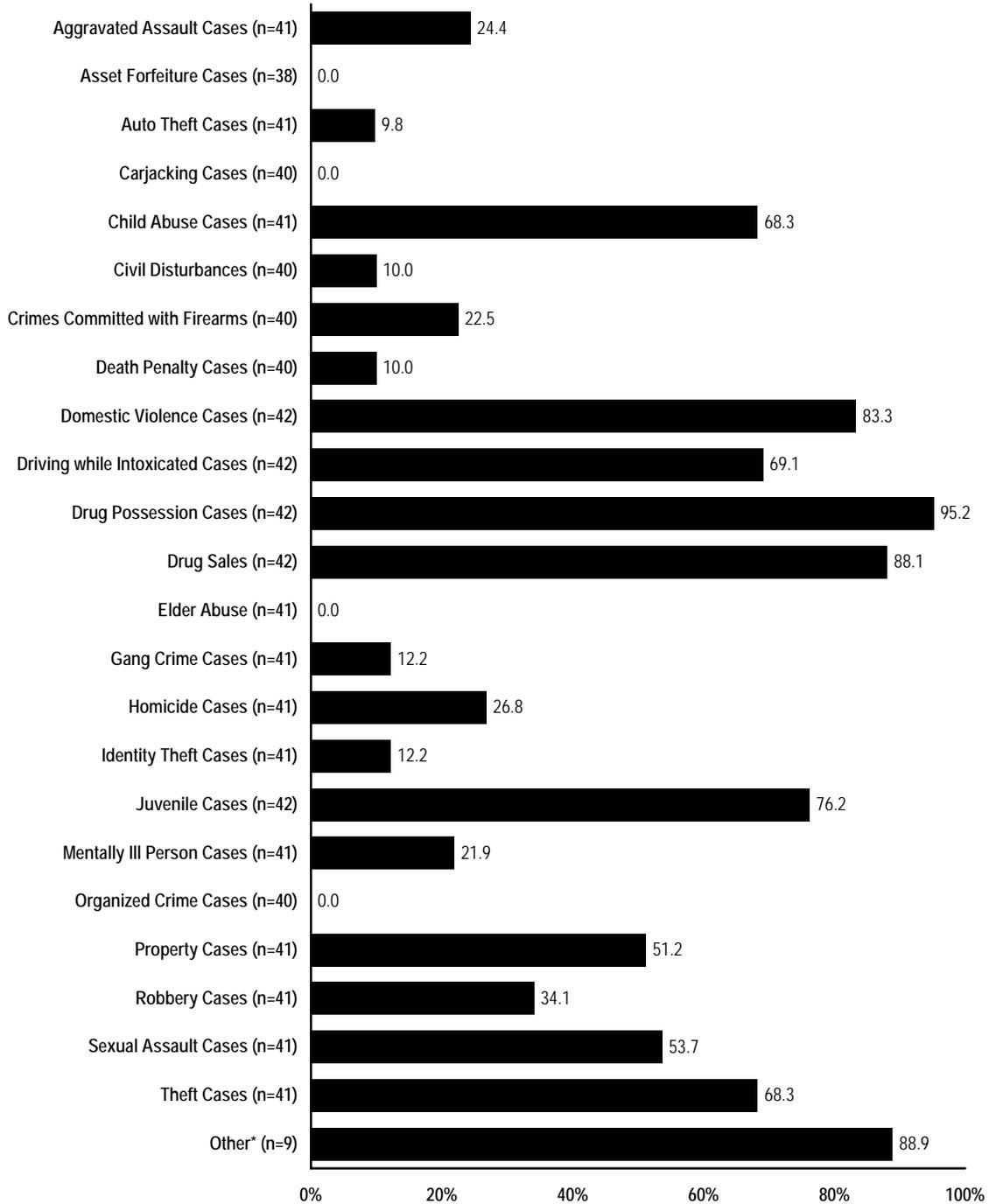
Information was gathered to furnish a better understanding of how different case types and processing contributed to an office's workload (i.e., use of personnel time and office resources). Public defenders were asked to consider specific types of cases (e.g., aggravated assault cases, asset forfeiture cases, etc.) and case processing activities (e.g., bench trial, court delays, etc.) and rate the extent that each contributed to overall workload (i.e., 'Not a Contributor', 'Moderate Contributor', 'Major Contributor'). **Figures PD.1 and PD.2** show the results for items that were rated as being a 'Major Contributor' to office workload.

- The case types most frequently rated as major contributors were *drug possession* (95.2%), *drug sales* (88.1%), and *domestic violence* (83.3%).
- Nearly all (97.6%) respondents rated at least one of the 23 case types as a major contributor, and over one quarter (26.2%) rated 12 or more as major contributors.
- Case processing activities rated most often as major workload contributors were *plea bargaining* (70.7%), *overcharging by police* (56.1%), and *mandatory sentencing* (55.0%).
- Only 7.1% rated none of the 12 case processing activities as major contributors while 26.2% identified seven or more as major contributors to workload.

When public defenders were given the opportunity to comment on the factors they believed contributed to workload in their office, several common themes emerged: understaffing, shortage of resources and various dealings with state's attorneys. As described by one public defender,... "*Number and seriousness of cases and the penalties continue to rise but staff and resources are not increased to meet the demands*". Another explained,... "*The major contributing factor is the explosive caseload over the last few years in the number of cases, especially felonies. We have had a double or tripling over previous felony filings*". Others pointed to specific problems encountered when dealing with state's attorneys,... "*Lack of timely discovery from the state and overcharged cases that the state cannot prove and unwillingness to make offers consistent with strength of the case as opposed to criminal history or amount of damage*". "*The single most important factor is overcharging by our state's attorney's office and not being able to negotiate as a policy of their office*". Another public defender described that,... "*One of the most significant contributors, other than the number of cases, to the backlog is the time it takes state's attorneys to provide me with discovery and offers*".

**% TYPE OF PUBLIC DEFENDER CASES RATED AS 'MAJOR CONTRIBUTOR' TO WORKLOAD**

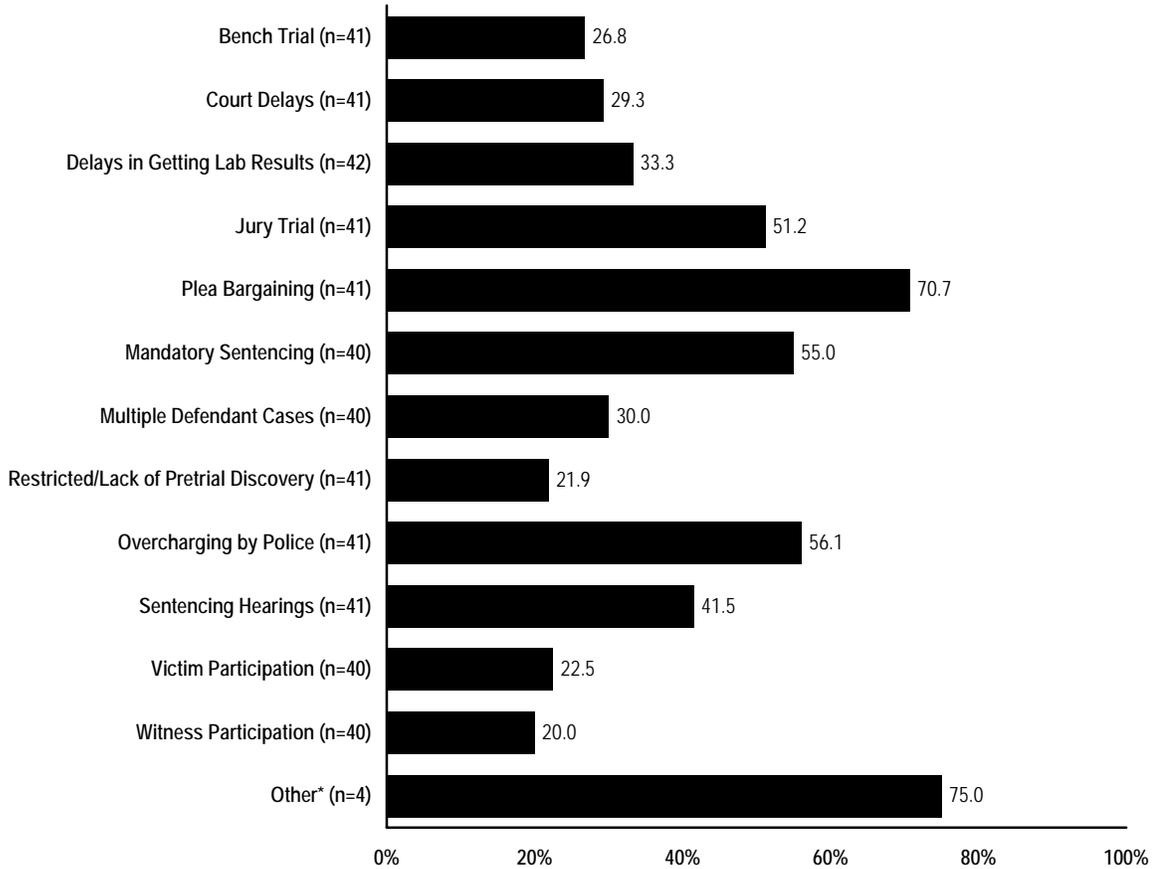
**Figure PD.1**



'n=' denotes the total number of respondents for each item and was the denominator used to calculate the associated percentage.

\* Other types of cases rated as major contributors were "traffic", "sexual violence", "DWLS", "license revocation/suspension", "burglary", "petitions to revoke non-payment", "drug manufacturing", and the issue that "traffic cases require two full-time attorneys".

**% CASE PROCESSING ACTIVITIES RATED AS 'MAJOR CONTRIBUTOR' TO WORKLOAD** *Figure PD.2*



'n=' denotes the total number of respondents for each item and was the denominator used to calculate the associated percentage.

\* The other case processing activities rated as a major contributor were "overload", "physical plant for criminal court", and "overcharging by prosecutor".

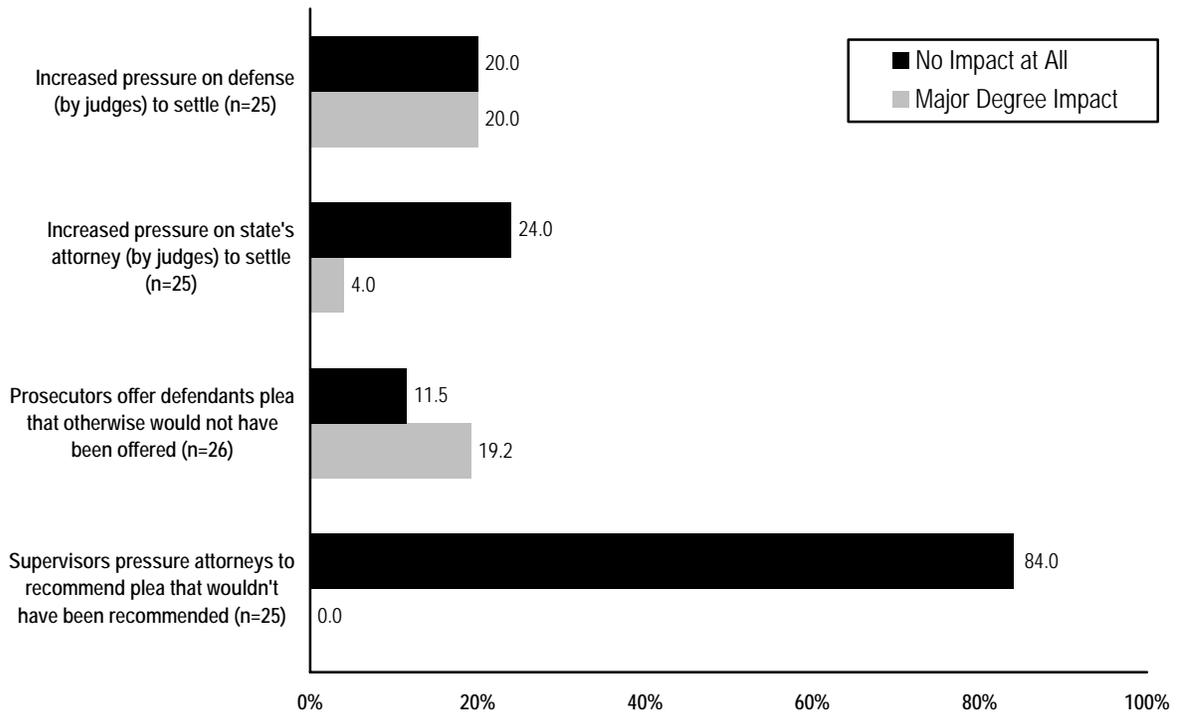
### Excessive Caseloads

When asked how public defenders have dealt with excessive caseloads in their office, 15.4% reported that they had not had excessive caseloads, 10.3% reported a limited intake of new cases, 7.7% reported having filed motions to withdraw from cases, and the remaining two thirds (66.7%) responded 'other'. Reasons specified as 'other' included working harder and longer hours, request for additional staff and a redistribution of staff. Many of the respondents in this group also reported that their offices were overloaded, and a few used terms such as 'extremely' or 'severely' to describe this overload.

## Plea Bargaining

Nearly three quarters (72.2%) of the public defenders surveyed reported that excessive caseloads/workloads have increased the number of plea bargains. The degree to which a number of activities have had an impact on plea bargains was also surveyed, as shown in figure PD.3 below:

**% ACTIVITIES HAVE HAD 'NO IMPACT AT ALL' VS. 'MAJOR DEGREE OF IMPACT' ON PLEA BARGAINING** **Figure PD.3**



'n=' denotes the total number of respondents for each item and was the denominator used to calculate the associated percentage.

Some of the public defenders further commented on plea bargaining factors that are particular problems in their systems. Feedback focused on state's attorney's refusal to plea bargain and unrealistic plea offers. *"State refused to make offers consistent with proofs. State's attorney would rather lose at trial than make better offers"*. Another explained,... *"The state does not bargain in good faith until just before the trial"*. Other respondents pointed to mandatory sentencing as a factor that impacts plea bargaining,... *"Truth in sentencing make clients opt for trials more often because they really have nothing to lose. We pressure the state to make offers that are better than what clients will get if they go to trial and lose"*.

## Case Timelines

Public defenders were asked about factors that need improvement to effect more timely processing of cases. **Figure PD.4** shows those identified as either 'Needs Major Improvement' or 'Needs to be Developed'.

- *Crime lab processing (53.7%), retaining expert witnesses (41.5%), court computer information systems (30.9%) and court case scheduling (28.6%)* were most frequently rated as 'Needs Major Improvement'.
- Areas affecting case timelines that 'Needs to be Developed' were all related to witness issues - *retaining expert witnesses (14.6%), procedures for witness transportation (11.9%) and procedures for witness notification (9.5%)*.
- 14.3% did not rate any of the factors as 'Needs Major Improvement' while two thirds (66.7%) did not indicate that any area 'Needs to be Developed'.

Of the Public Defenders surveyed, 47.4% reported that their court currently had significant case delay problems at the time of the survey.

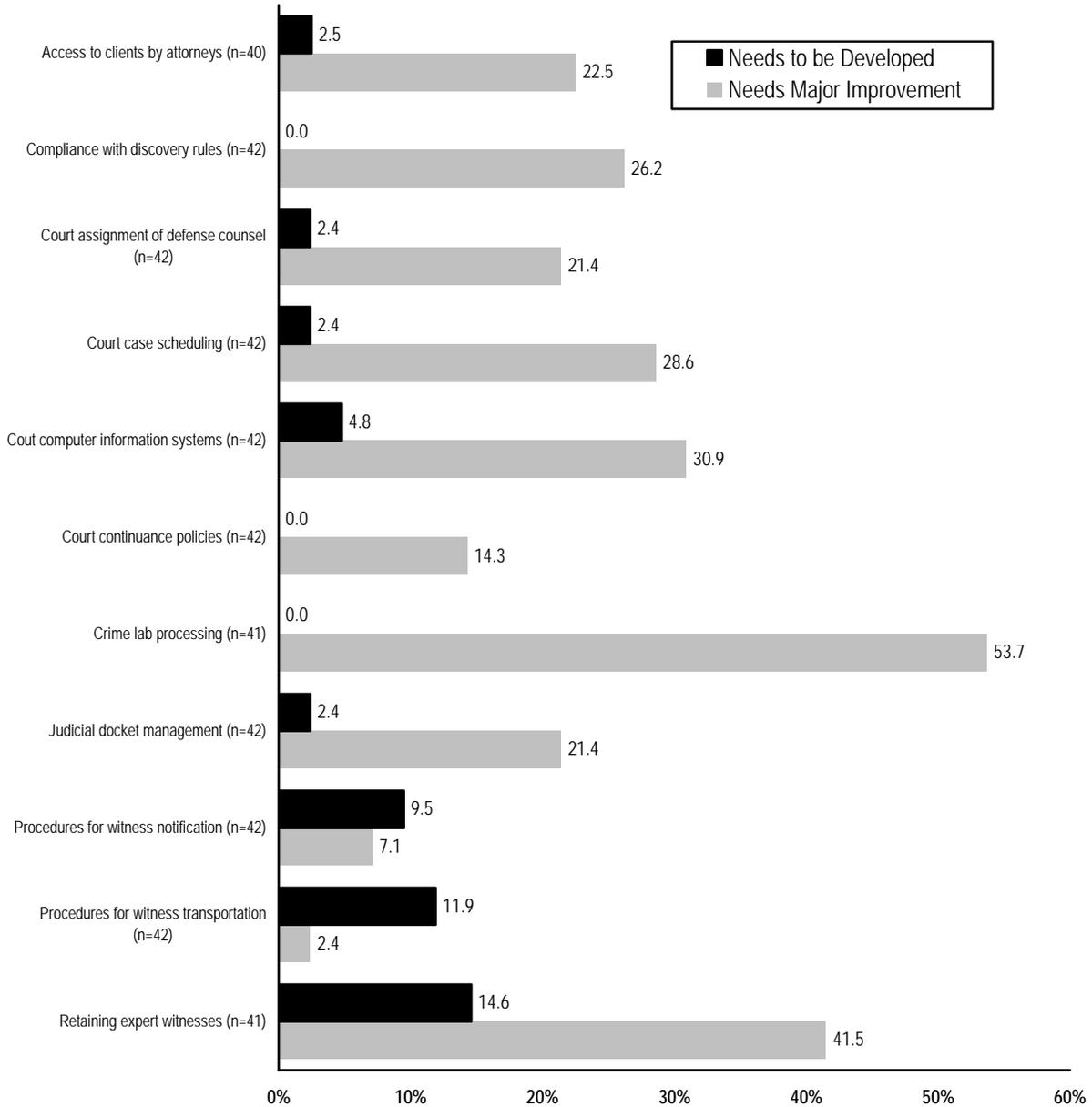
## Illicit Drug Use and Violence

The survey questionnaire focused on two specific areas that may have an impact a particular impact on juvenile justice partners – illicit drug use and violence. Views were elicited on the impact of certain actions for reducing drug use or violence. **Figure PD.5** shows the results.

- The majority of respondents rated *better educational opportunities (97.6%), better employment opportunities (95.1%), more youth prevention programs (92.5%), more drug treatment availability (87.8%) and increased offender monitoring (82.9%)* as actions that would reduce illicit drug use.
- *Better educational opportunities (90.0%), better employment opportunities (85.0%), more drug treatment availability (77.5%) and more youth prevention programs (76.9%)* were also most frequently rated as interventions that would reduce violence.
- *More arrests/prosecutions (reduce drug use -12.2%; reduce violence - 35.0%) and more severe punishments (reduce drug use - 14.6%; reduce violence - 42.5%)* were among the least frequently rated for reducing drug use or violence.
- About one third (35.0%) rated four or less interventions as impacting on reduced drug use while the remaining two thirds (65.0%) rated five or more as actions that would reduce violence.

**% FACTORS AFFECTING CASE TIMELINES RATED 'NEEDS MAJOR IMPROVEMENT' OR 'NEEDS TO BE DEVELOPED'**

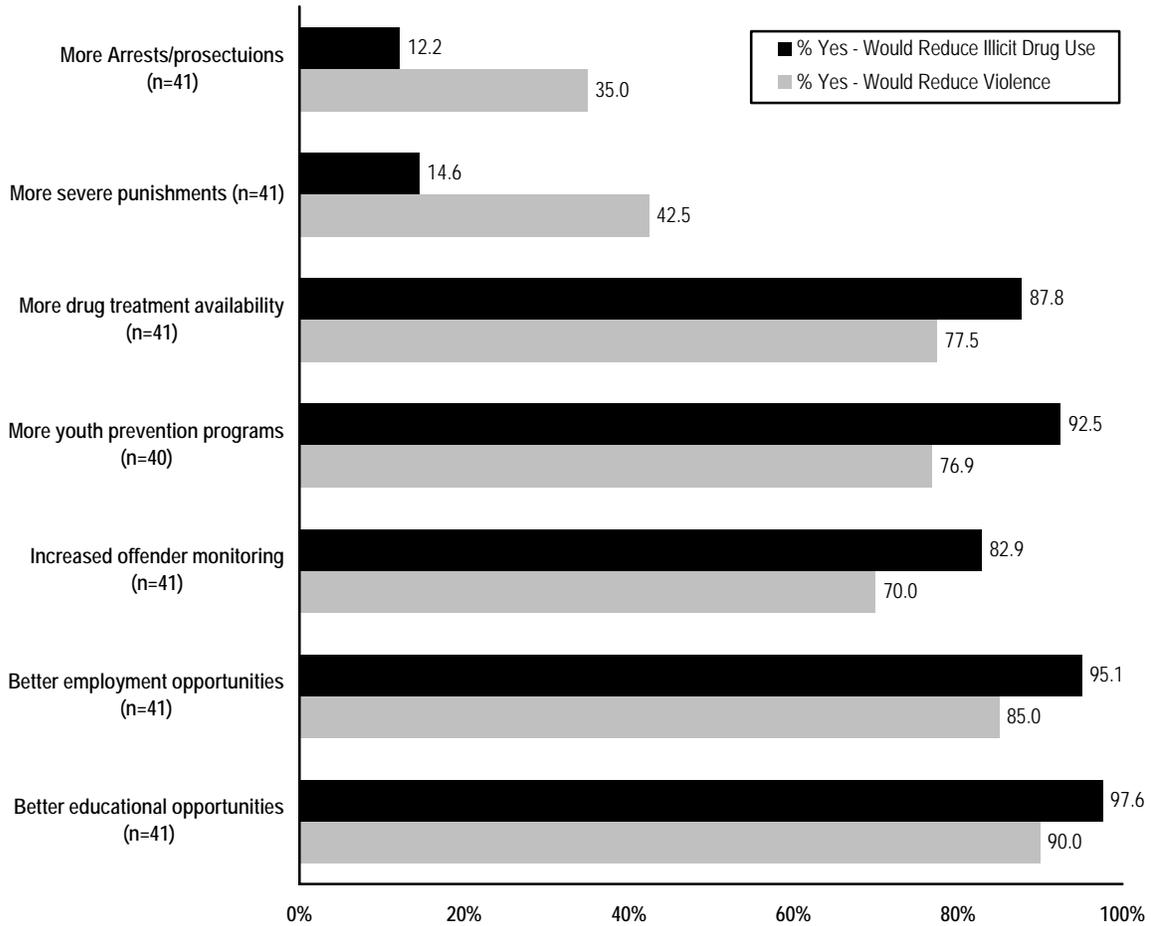
**Figure PD.4**



'n=' denotes the total number of respondents for each item and was the denominator used to calculate the associated percentage.

**% ACTION WOULD REDUCE ILLICIT DRUG USE AND/OR VIOLENCE**

**Figure PD.5**



'n=' denotes the total number of respondents for each item and was the denominator used to calculate the associated percentage.

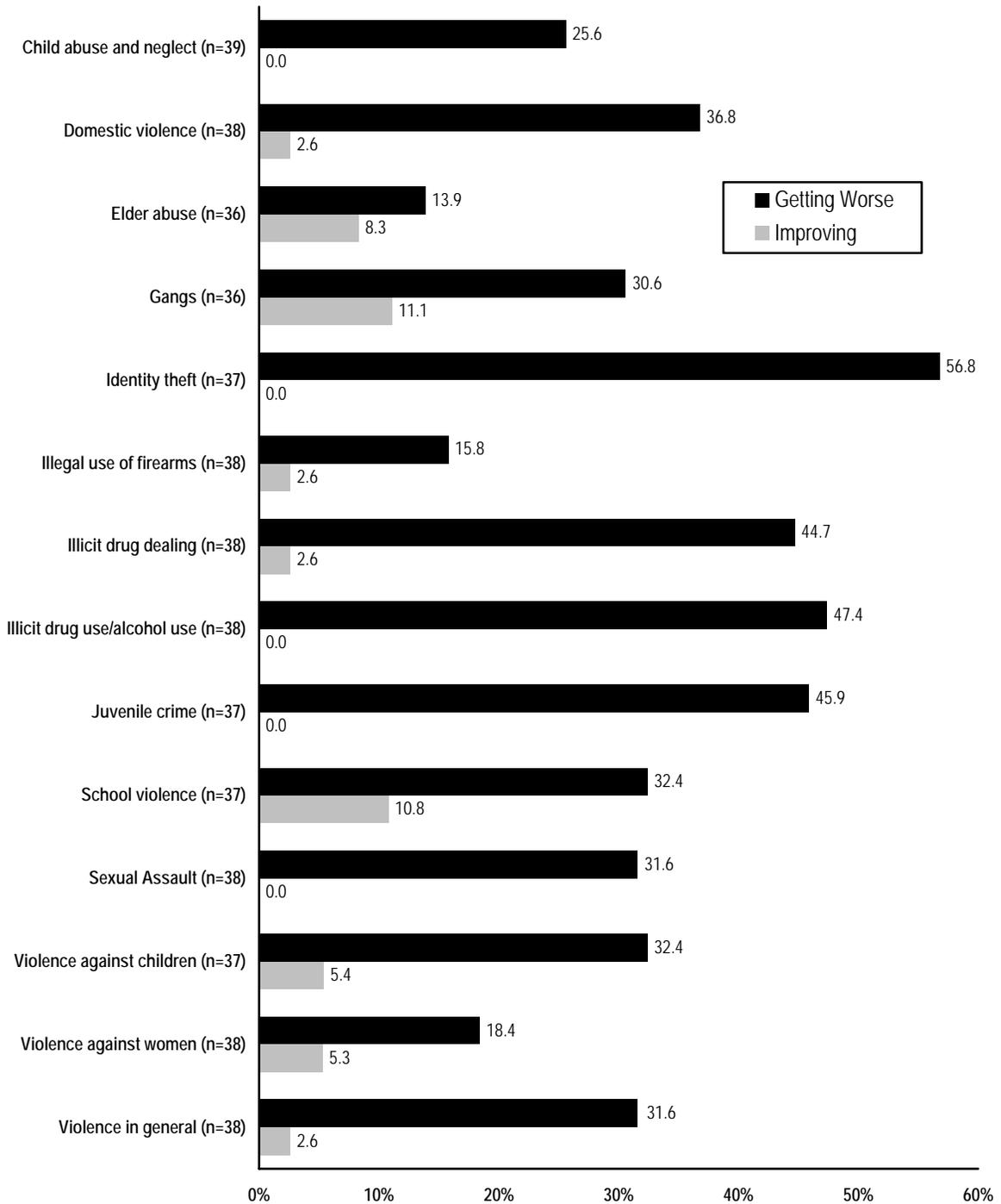
### Problems Affecting Public Defenders

As another measure of factors that may impact on public defender offices, respondents were asked to rate 14 problems in terms of whether they were 'Getting Worse', 'Staying the Same' or 'Improving'. Figure PD.6 shows the proportion of respondents that rated each problem as either getting worse or improving.

- *Identity theft* (56.8%), *illicit drug use/alcohol use* (47.4%), *juvenile crime* (45.9%) and *illicit drug dealing* (44.7%) were the problems most commonly rated as getting worse.
- A minority of respondents rated the problems of *gangs* (11.1%), *school violence* (10.8%) and *elder abuse* (8.3%) as improving.
- 17.9% rated eight or more of the 14 problems listed as getting worse.

**% PROBLEMS ARE GETTING WORSE OR IMPROVING**

**Figure PD.6**



'n=' denotes the total number of respondents for each item and was the denominator used to calculate the associated percentage.

## Staffing

The second section of the questionnaire gathered data on staffing, including the need to increase certain staffing positions, factors related to staff retention and staff training matters.

### Number of Staff

Survey respondents were asked to consider seven different staff positions and indicate where increases were required or where positions required development. **Figure PD.7** shows those rated as 'Major Increase Needed' or 'Needs to be Developed'.

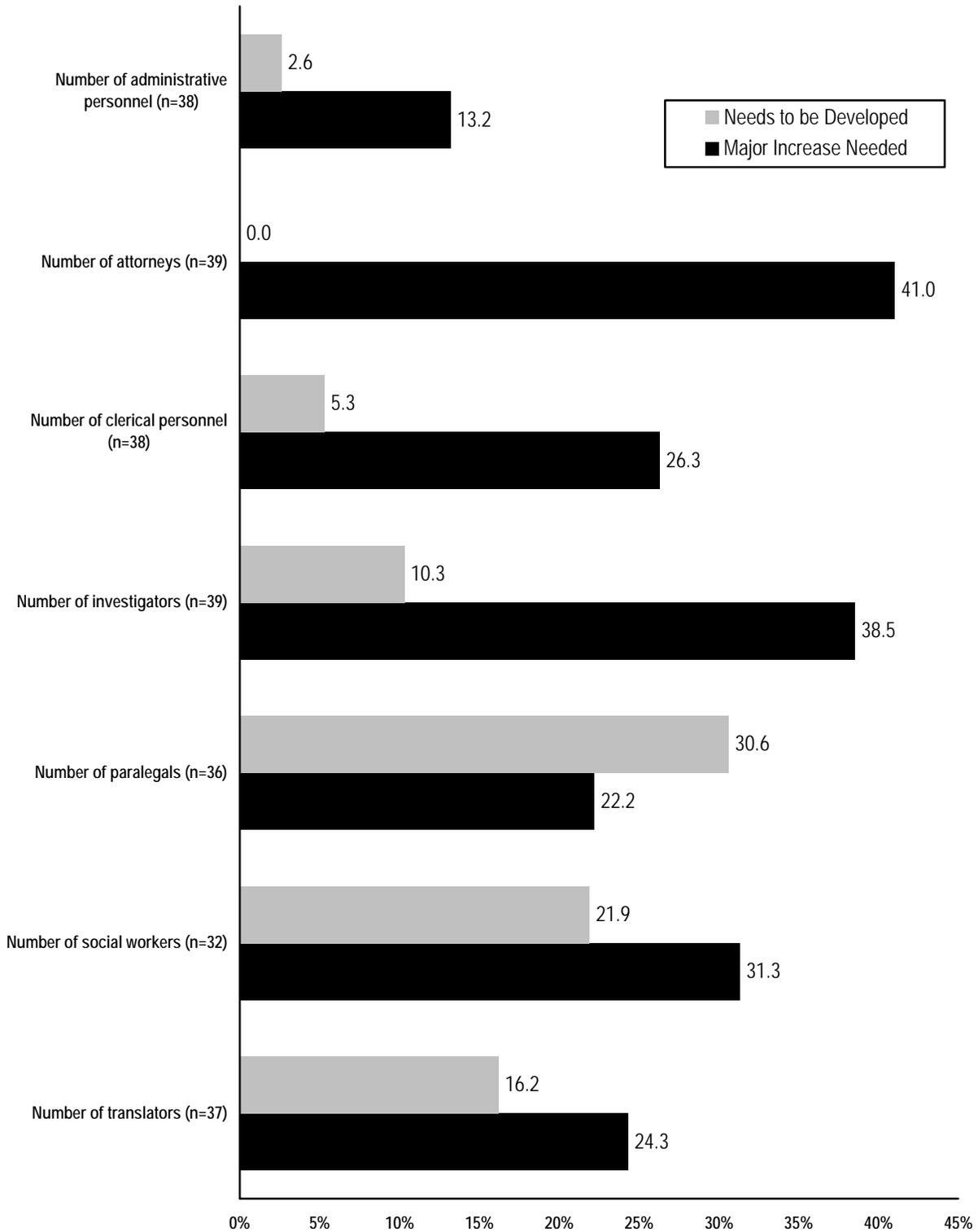
- *Number of attorneys* (41.0%) was the position most often identified as needing a major increase followed by *number of investigators* (38.5%) and *number of social workers* (31.3%).
- *Number of paralegals* (30.6%), *social workers* (21.9%), *translators* (16.2%) and *investigators* (10.3%) were the most frequently rated positions that were perceived as needing development.
- Very few respondents rated *number of administrative personnel* (2.6%) or *number of clerical personnel* (5.3%) as needing development.
- About one-third (35.9%) reported that none of the positions needed a major increase within their office.

### Retention Factors

Retention of staff may be an important consideration for public defenders. The survey questionnaire listed 13 factors that might contribute to the problem of retaining staff. Respondents were asked to rate the extent that each contributed to retention problems. **Figure PD.8** shows the percentage identified as a 'Major Contributor'.

- *Salaries* (70.3%), *workloads* (67.6%) and *lack of promotional opportunities* (37.8%) were rated most often as major contributors to problems retaining staff.
- Only a small minority of public defenders rated *personal safety* (2.7%) and *variety of work* (7.4%) as major contributors to loss of staff.
- Although only 13.5% of respondents did not feel any of the factors were major contributors to problems retaining staff, more than one-third (39.7%) identified five or more factors as major contributors.

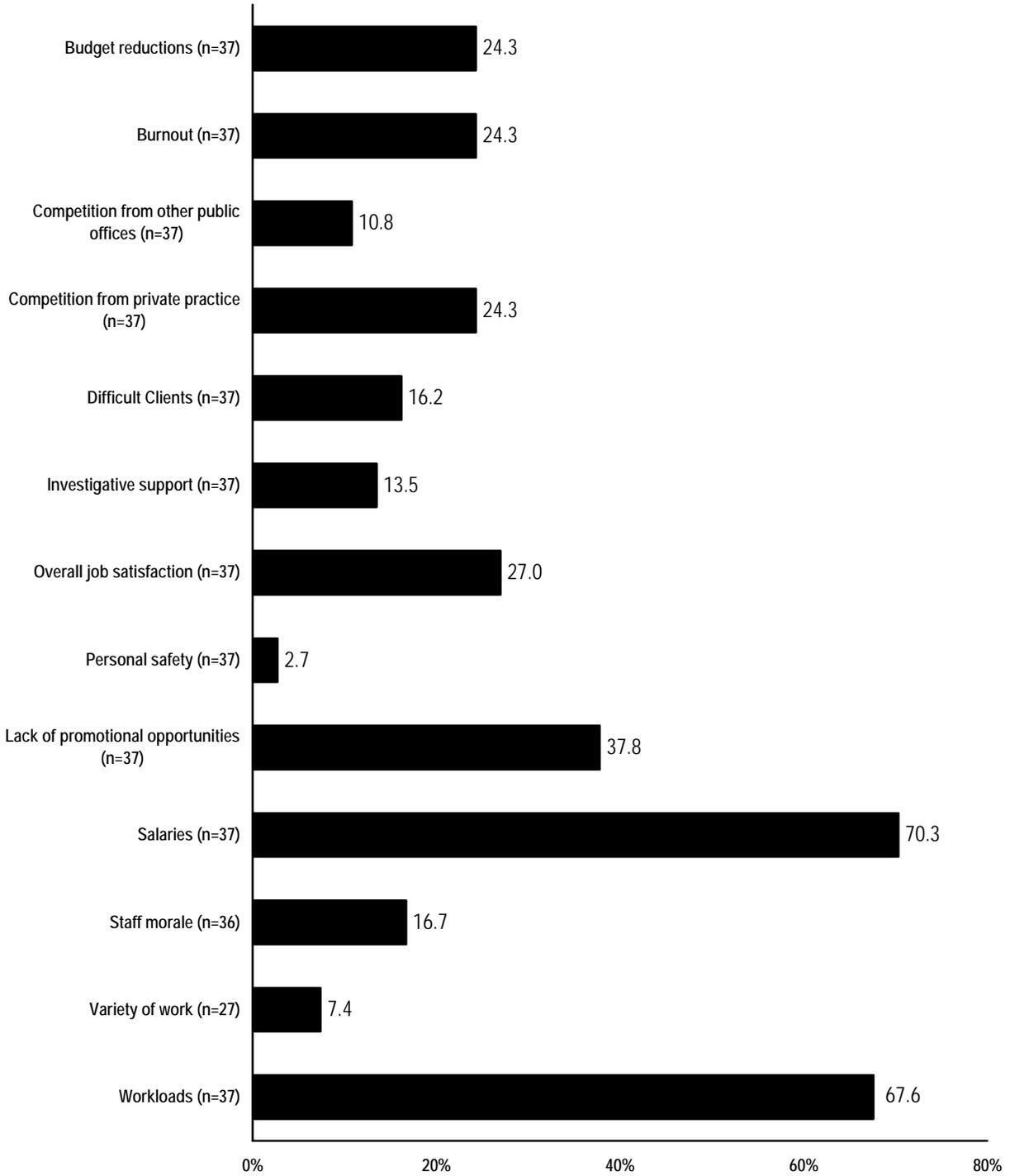
**% STAFF POSITIONS 'MAJOR INCREASE NEEDED' OR 'NEEDS TO BE DEVELOPED' Figure PD.7**



'n=' denotes the total number of respondents for each item and was the denominator used to calculate the associated percentage.

**% RETENTION FACTORS RATED AS 'MAJOR CONTRIBUTOR' TO PROBLEMS  
RETAINING STAFF**

**Figure PD.8**



'n=' denotes the total number of respondents for each item and was the denominator used to calculate the associated percentage.

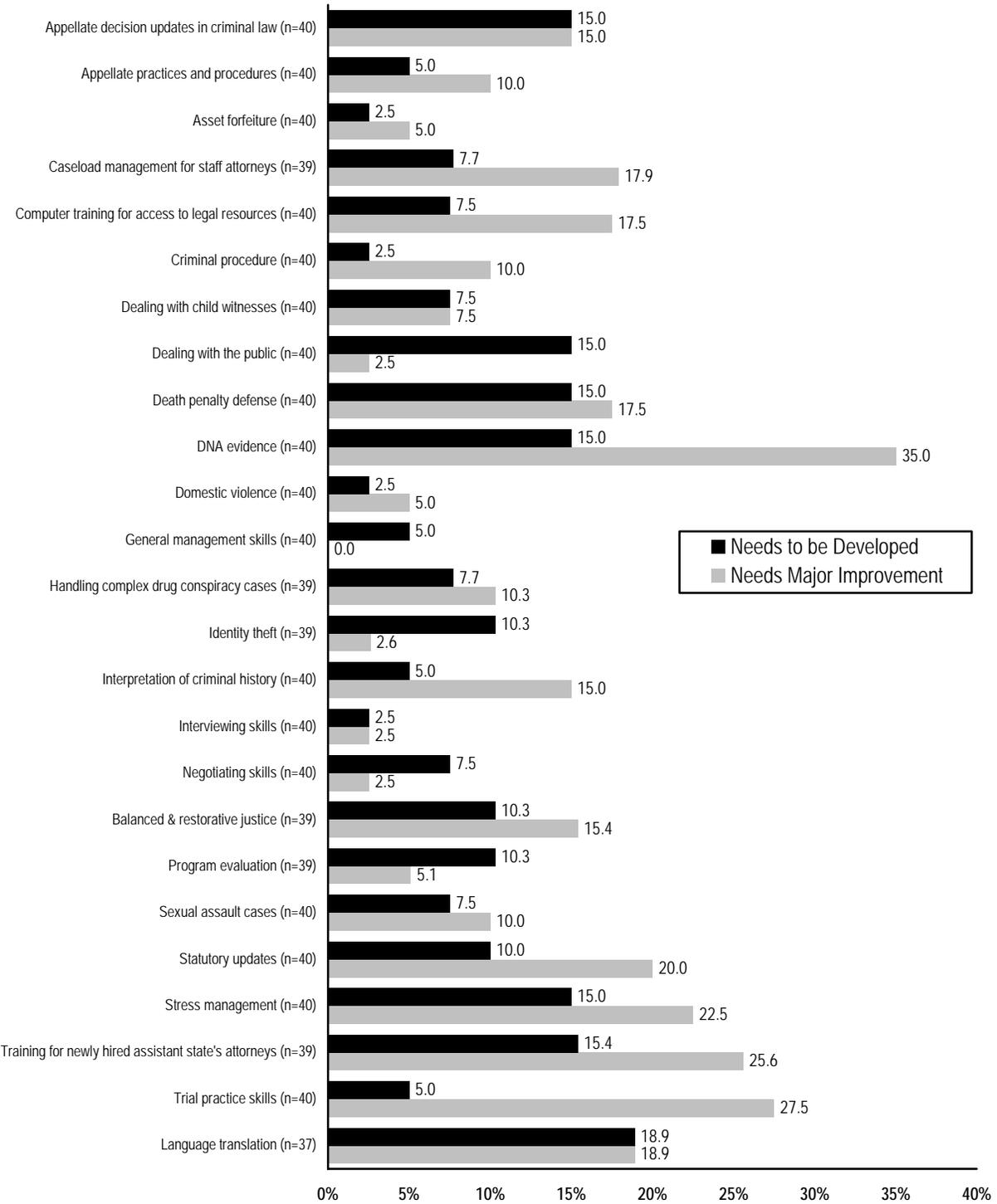
## Staff Training

On-going training is fundamental to the work of the partners in the justice system, including public defenders. Accordingly, information was collected on 25 staff training areas that were rated with respect to whether improvement was required or whether the area needed to be developed. **Figure PD.9** shows those areas identified as 'Needs Major Improvement' or 'Needs to be Developed'.

- Generally, a low percentage of the training areas were rated as needing major improvement. Only *DNA evidence* (35.0%), *trial practice skills* (27.5%), *training for newly hired attorneys* (25.6%), *stress management* (22.5%) and *statutory updates* (20.0%) were above the level of 20%.
- A similar trend was noted for areas that were rated as needing to be developed. Only seven areas were rated as needing development by more than 15% of respondents - *language translation* (18.9%), *training for newly hired attorneys* (15.4%), *stress management* (15.0%), *DNA evidence* (15.0%), *death penalty defense* (15.0%), *dealing with the public* (15.0%) and *appellate decision updates in criminal law* (15.0%).
- Nearly one third (30%) did not feel major improvement was necessary for any of the training areas and an additional 20% indicated that only one or two areas were in need of major improvement.
- Similar results were found with respect to training areas requiring development. Exactly half of respondents (50%) felt none of the training areas needed to be developed and an additional 17.5% identified only one or two areas for development. This leaves less than one third of respondents indicating there were three or more areas needing development in their agencies.

While a small number of respondents offered specific training needs such as "*dealing with significant caseloads*" as important, most public defenders who made additional comments focused on problems accessing available training opportunities. "*As the sole attorney, without staff, training is a pipe dream*". A second respondent indicated,... "*We receive no funding to send attorneys to seminars*". Another explained that "*...many public defender offices employ part-time attorneys and cannot spare the expense of attending such programs*".

**% TRAINING AREAS 'NEEDS MAJOR IMPROVEMENT' OR 'NEEDS TO BE DEVELOPED' Figure PD.9**



'n=' denotes the total number of respondents for each item and was the denominator used to calculate the associated percentage.

## Operations and Procedures

The next section of the public defenders' questionnaire collected information on operations such as diversion and sentencing alternatives, pretrial practices, courtroom procedures, management information systems and work with federal agencies, state/multi-jurisdictional criminal justice agencies and other agencies.

### Diversion and Sentencing Alternatives

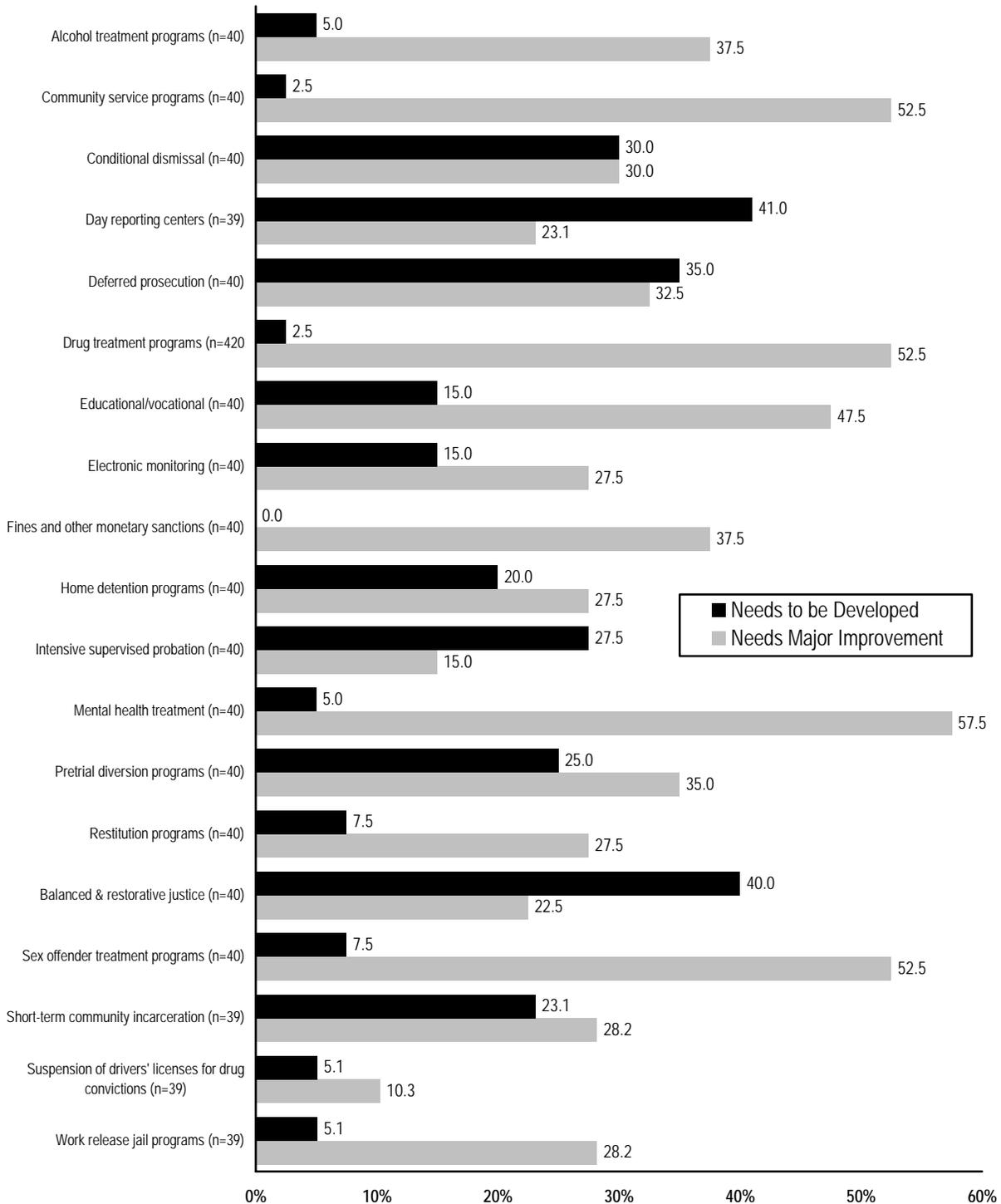
Public defenders were asked to consider a list of 19 different diversion/sentencing alternatives and indicate whether each needs improvement, development or was not needed. **Figure PD.10** shows those rated as 'Needs Major Improvement' or 'Needs to be Developed'.

- *Mental health treatment (57.4%), community service programs (52.5%), drug treatment programs (52.5%) and sex offender treatment programs (52.5%)* were the most frequently rated as needing major improvement.
- 41% indicated *day reporting centers* needed to be developed followed by *balanced and restorative justice programs (40.0%)* and *deferred prosecution (35.0%)*.
- 95% felt that at least one of the diversion/sentencing alternatives needed major improvement while 45% indicated that none needed to be developed.

The survey questionnaire provided an opportunity for respondents to further comment on particular needs or problems with any diversion or sentencing options. Responses focused on the lack of use and/or availability of diversion initiatives,... *"We are not using diversionary programs to the extent they could be used". "We do not have diversion for minor felony cases that I believe would get the least serious offenders through the system faster and help them in their life". "Many alternatives that would allow certain defendants to be productive as opposed to sitting in confinement are simply not available"*.

**% DIVERSION/SENTENCING ALTERNATIVE 'NEEDS MAJOR IMPROVEMENT' OR 'NEEDS TO BE DEVELOPED'**

**Figure PD.10**



'n=' denotes the total number of respondents for each item and was the denominator used to calculate the associated percentage.

## Pretrial Practices

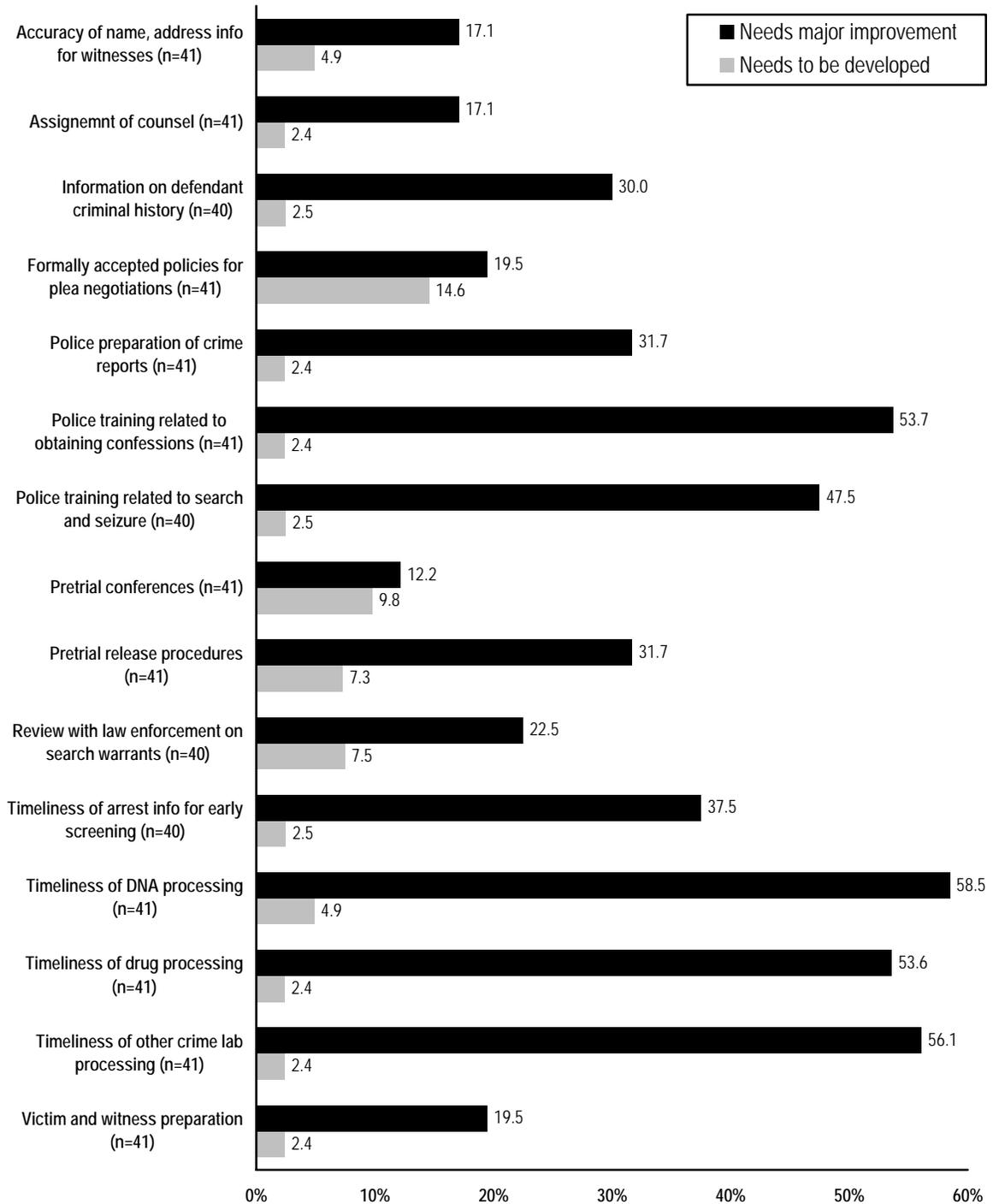
Information was also gathered on pretrial practices, courtroom procedures and resources. Respondents that provided or had access to the practices, procedures or resources were asked to rate the level of improvement each required ('Needs Little or No Improvement', 'Needs Moderate Improvement', 'Needs Major Improvement'). For those that were not offered or were unavailable, respondents had the opportunity to rate whether each 'Needs to be Developed' or were not actually needed (i.e., 'Do Not Need'). **Figures PD.11, PD.12 and PD.13** show the percentage rated as 'Needs Major Improvement' or 'Needs to be Developed'.

- *Timeliness of DNA processing* (58.5%), *drug processing* (53.6%) and *other crime lab processing* (56.1%), along with *police training related to obtaining confessions* (53.7%) were the pretrial practices most often rated as needing major improvement.
- *Formally accepted policies for plea negotiations* (14.6%) and *pretrial conferences* (9.8%) were the two pretrial practices most identified as needing to be developed.
- Nearly one in five (17.1%) felt that none of the practices needed major improvement while three quarters (75.6%) indicated that none of the identified practices needed to be developed.
- Few respondents identified courtroom procedures that needed major improvement. The most common response was that the *calendar system* (17.9%) was in need of major improvement.
- Regarding other resources, *criminal history records* (36.6%) and *court reporting system* (17.1%) were most commonly rated as needing major improvement. *Electronic filing* (40.0%) and *electronic access* (36.6%) were identified most often as needing to be developed.

Pretrial practices and courtroom procedures that create particular problems for public defenders centered on delays in obtaining discovery, timeliness of reports and case scheduling. *"Discovery is not received in a timely manner so cases are delayed". "Not receiving police reports on time make the case drag on for longer than is necessary".* Another explained that,... *"Our particular problem is the court sets cases on an unreasonably fast calendar system considering the number of cases being handled and then is reluctant to grant continuances. It can make resolution difficult in that there is insufficient time to spend on all matters".*

**% PRETRIAL PRACTICES 'NEEDS MAJOR IMPROVEMENT' OR 'NEEDS TO BE DEVELOPED'**

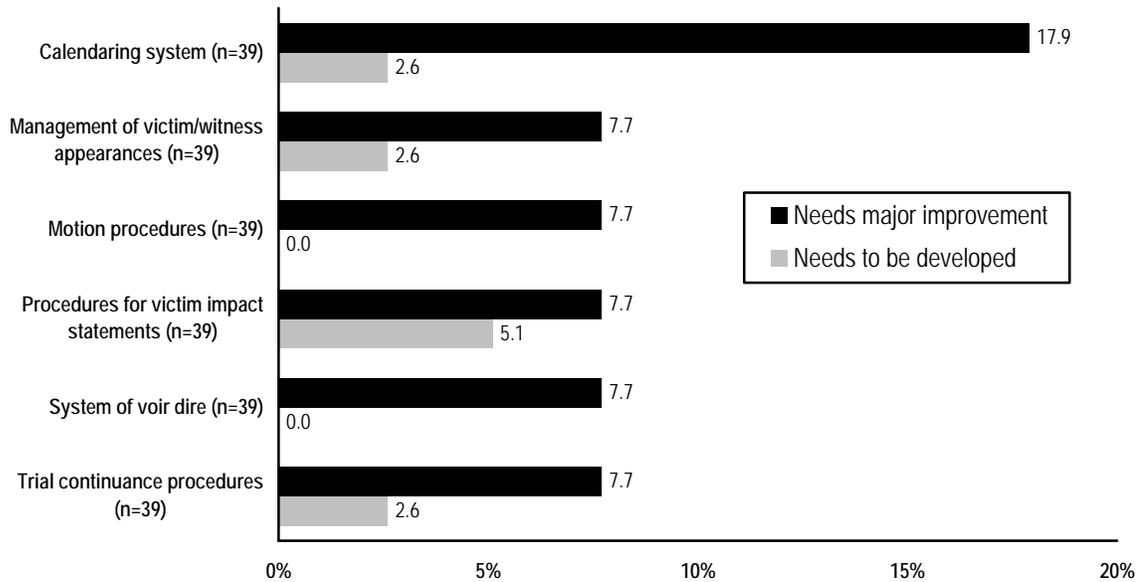
**Figure PD.11**



'n=' denotes the total number of respondents for each item and was the denominator used to calculate the associated percentage.

**% RATING COURTROOM PROCEDURES AS 'NEEDS MAJOR IMPROVEMENT' OR 'NEEDS TO BE DEVELOPED'**

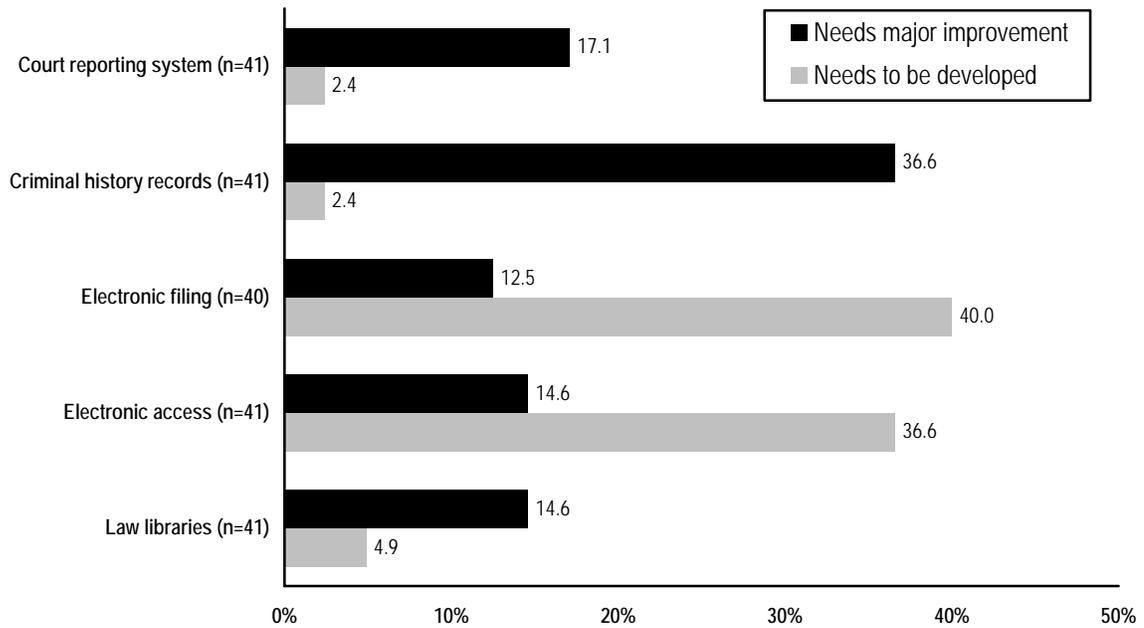
**Figure PD.12**



'n=' denotes the total number of respondents for each item and was the denominator used to calculate the associated percentage.

**% RATING RESOURCES AS 'NEEDS MAJOR IMPROVEMENT' OR 'NEEDS TO BE DEVELOPED'**

**Figure PD.13**



'n=' denotes the total number of respondents for each item and was the denominator used to calculate the associated percentage.

## Management Information Systems

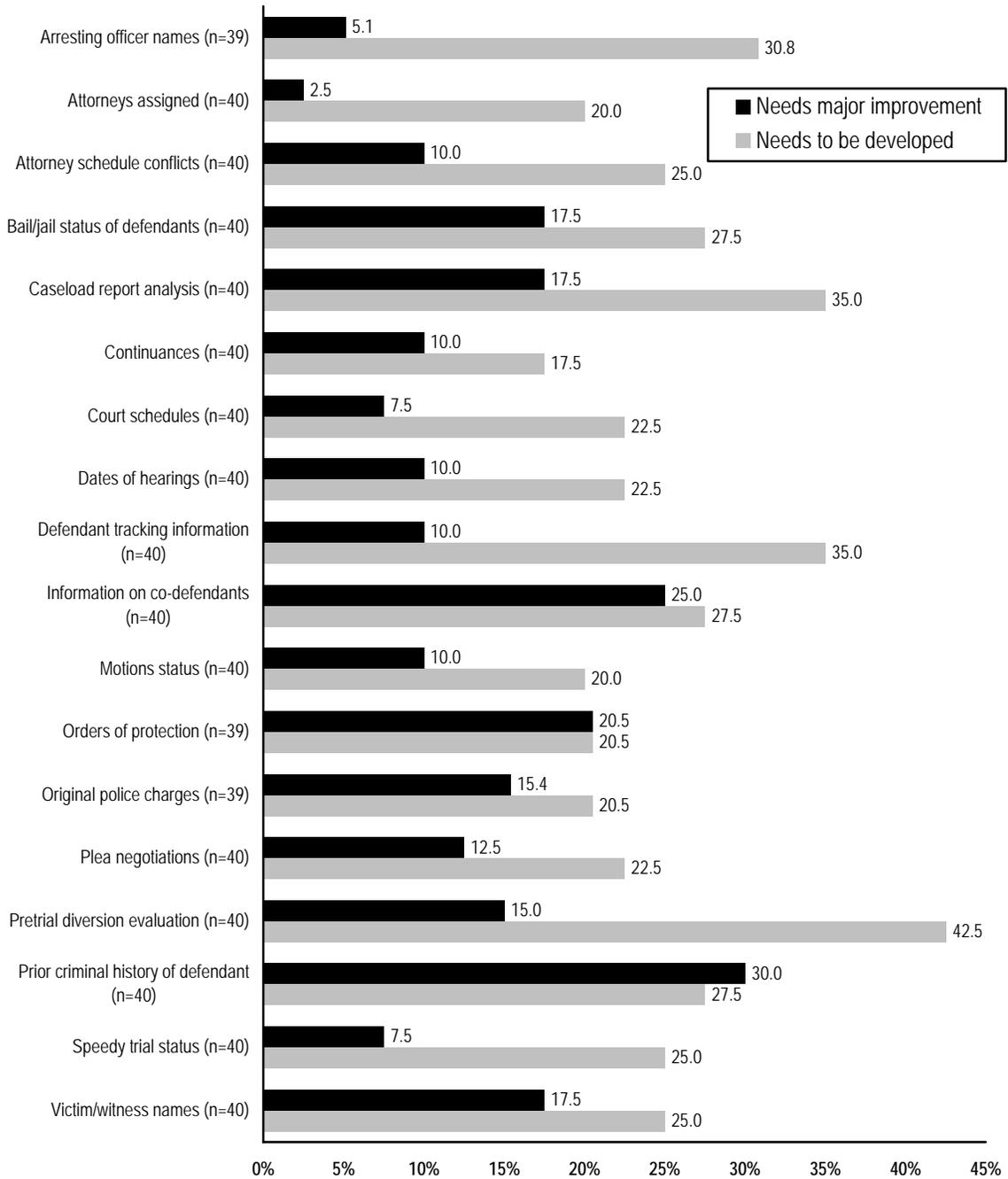
Similar to the previous section, respondents were asked whether particular automated information systems or system modules required improvement or needed to be developed within their office. **Figure PD.14** shows those rated as 'Needs Major Improvement' or 'Needs to be Developed'.

- The information system for *prior criminal history of defendants* (30.0%) was most often identified as needing major improvement followed by *information on co-defendants* (25.0%).
- Regarding systems that need to be developed, four were identified by over 30% of respondents - *pretrial diversion evaluation* (42.5%), *caseload report analysis* (35.0%), *defendant tracking information* (35.0%) and *arresting officer names* (30.8%).
- Exactly one half (50%) felt that none of the systems listed required major improvement while nearly one third (32.5%) indicated that none needed to be developed.

In terms of particular needs for management information systems, a few specific examples were provided such as,... "*We do not have access to defendant criminal history on-line so we do not know if cases involve co-defendants until we get the report on our computer systems*". Others gave broader thoughts concerning costs,... "*Illinois has multiple systems and they all cost too much for the public defender's office*".

**% MANAGEMENT INFORMATION SYSTEMS OR SYSTEM MODULES 'NEEDS MAJOR IMPROVEMENT' OR 'NEEDS TO BE DEVELOPED'**

**Figure PD.14**



'n=' denotes the total number of respondents for each item and was the denominator used to calculate the associated percentage.

## Linkages with other Criminal Justice automated systems

Only 17.7% of respondents reported that their system(s) were linked to other criminal justice automated information systems.

## Level of Work with Agencies

The final area of information that was collected on public defenders' operations was the frequency of work with federal agencies, state/multi-jurisdictional criminal justice agencies and other agencies. Responses were grouped into categories of 'Very Often/Often' or 'Seldom/Never'. **Figure PD.15** shows the results.

- A low percentage of respondents indicated they worked regularly with federal agencies – only *Immigration and Naturalization Service* (23.7%), *U.S. Attorney's Office* (13.2%) and *Drug Enforcement Administration* (10.5%) were reported above the 10% level.
- There was a large range in working with state/multi-jurisdictional criminal justice agencies – *Illinois Department of Children and Family Services* (86.8%), *Illinois Department of Corrections* (84.2%) and *Illinois State Police* (84.2%) were most frequently listed as regular working partners.
- Less variation was noted in working often with other listed agencies. The majority of respondents (ranging from 70.3% to 100.0%) indicated they frequently worked with the local agencies listed, with the exception of *local school district* (42.1%) and *other victim service providers* (59.5%).

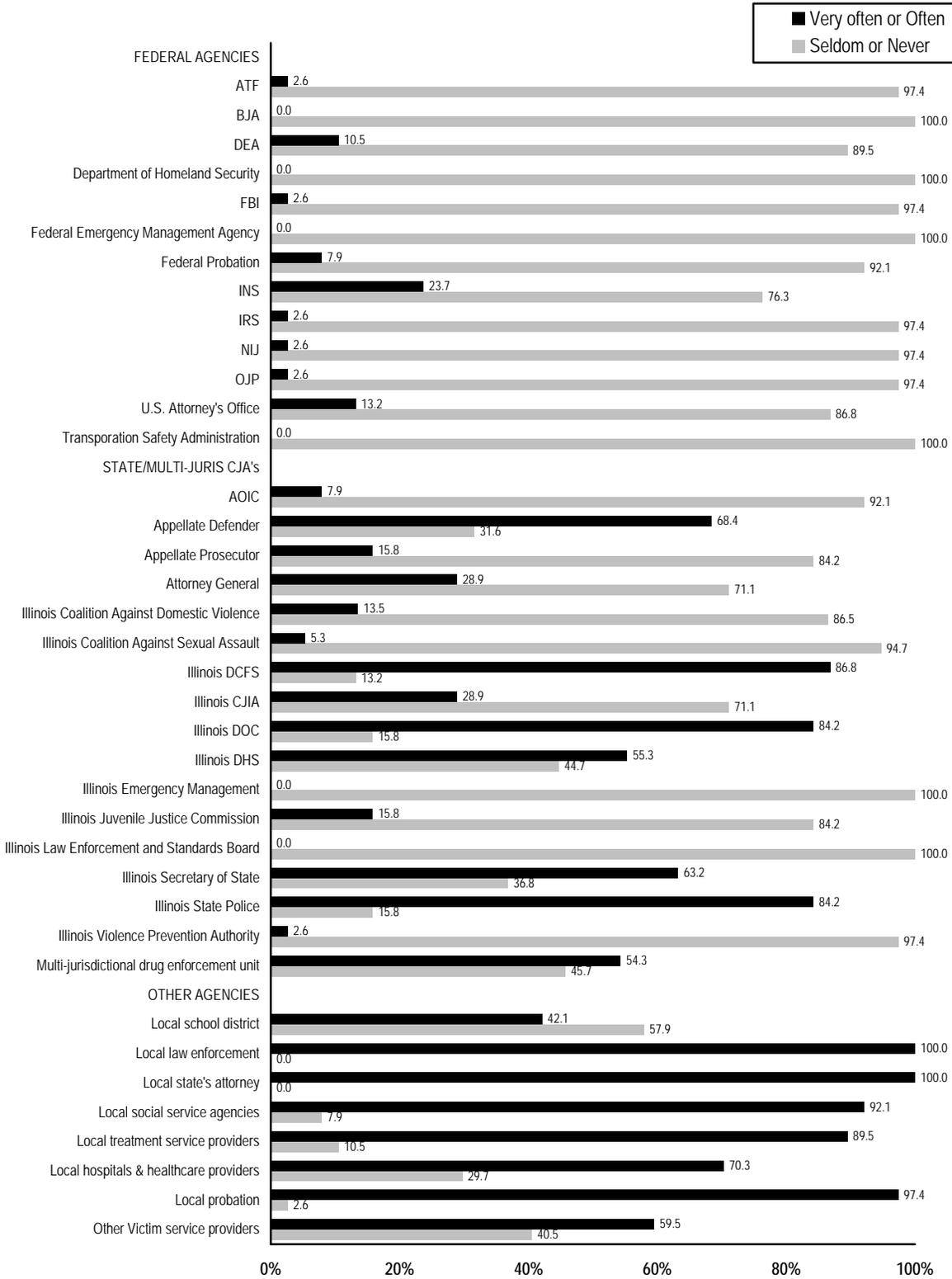
## Research and Evaluation

The final section of the survey asked public defenders to list topics or programs that they believe should be priorities for future research or evaluation. Few respondents offered input in this area. However, the areas listed were "*development of a state-funded public defender system*", "*caseload per attorney*", "*drug court*", and "*funding for investigators and experts*".

When public defenders responded to the question "*Is there any other issue or need that you would like to identify*" at the end of the survey, a some responses were offered about the position of public defenders,... "*funded at a part-time level but with full-time work and an ever-expanding caseload*". Respondents continued this point to say that they also had other employment responsibilities in addition to their public defender duties, and that changes should be made to make the "*state public defender budget part of the judicial budget*".

**% FREQUENCY OF WORKING WITH AGENCIES**

**Figure PD.15**



'n=' denotes the total number of respondents for each item and was the denominator used to calculate the associated percentage.

## Comparison of Survey Periods

In 1996, the Illinois Criminal Justice Information Authority (ICJIA) initiated the first survey of criminal justice agencies in Illinois with six groups (police chiefs, state's attorneys, judges, jail administrators/sheriffs, public defenders and adult probation office directors). The areas examined in the 1996 survey were very similar to the areas included in the 2005 survey. Accordingly, there is an opportunity to compare findings across the two survey periods for public defenders.

A total of 37 public defenders completed the 1996 survey, yielding a response rate of 38.1%. The 1996 public defenders survey examined similar areas including background information, workload, staffing, operations and procedures and research and evaluation. Selected results of the 1996 survey data are shown below. The comparable 2005 survey data is referenced in parentheses and underscored.

### Background

- Average operating budget reported in the 1996 survey was \$1.3 million (\$881,186).
- County government was the source of funding for 94.6% of public defender jurisdictions in 1996 (100%).
- Mean number of full-time equivalent attorneys was 15.8 (10.3).
- Average caseload per attorney reported in the 1996 data was 261.4 (373.9).

### Workload

- 42.2% (15.4%) of public defenders in the 1996 survey reported no excessive caseloads while only 8.1% (7.7%) had filed motions to withdraw from cases to address excessive caseload issues.
- 48.6% (72.2%) of public defenders surveyed in 1996 indicated that excessive caseloads/workloads had increased the number of plea bargains.
- The case processing activities rated most often as major contributors to workload in 1996 were *victim and witness participation, court delays and delays in getting lab results* (caseload, plea bargaining and jury trial).
- The 1996 survey reported *court case scheduling, compliance with discovery rules or orders and court computer information systems* as the most common factors in need of major improvement for case timelines (crime lab processing, retaining expert witnesses and court computer information systems).

- In 1996, *more youth prevention programs* was most frequently cited by public defenders for reducing both illicit drug use and violence (*better educational opportunities-reduce drug use and violence*).
- *Juvenile crime, juvenile violence and domestic violence* were the problems most often identified in the 1996 survey as 'Getting Worse' (*identity theft, illicit drug use/alcohol use and juvenile crime*).

### Staffing

- Respondents to the 1996 survey identified *number of investigators* as the staff position most in need of a major increase (*number of attorneys*) while *salaries* and *burnout* were the two most common factors rated as major contributors to retention problems (*salaries and workloads*).
- The three top training areas rated as needing to be developed in 1996 were *appellate decision updates in criminal law, death penalty defense and trial practice skills* (*language translation, training for newly hired attorneys and stress management*).

### Operations and Procedures

- *Sex offender treatment programs, drug treatment programs, alcohol treatment programs and conditional dismissal (e.g., suspended proceedings)* were the most frequently rated diversion and sentencing alternatives in the 1996 survey (*mental health treatment, community service programs, drug treatment programs and sex offender treatment*).
- Pretrial practices most commonly rated as needing major improvement in 1996 were *police training related to confessions, police training related to search and seizure and timeliness of drug/crime lab processing* (*timeliness of DNA processing, drug processing and police training related to obtaining confessions*).
- The 1996 survey identified *the calendaring system* as the courtroom operation/procedure most in need of major improvement (*calendaring system*).

## SECTION

# SA State's Attorneys Results

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## Introduction

The needs survey questionnaire for state's attorneys solicited information across five broad areas – Background, Workload, Staffing, Operations, and Research & Evaluation. Given the degree of detail in the information collected by the survey instrument for this group, this report highlights the most salient findings. As much as possible, we have attempted to identify results that may have some implications for policies and programs as well as other more general issues for the Illinois Criminal Justice Information Authority (ICJIA). In addition to the selected findings reported here, we have compiled the results by county classification (i.e., Cook or Collar county, Other Urban county and Rural county). These findings are displayed graphically in **Appendix A**.

## Background

To provide an understanding for the context of work of state's attorneys in Illinois, basic background information was collected on operating budgets, funding sources, salary, average caseloads, FTE's in each employment category, frequency of specialized units in state's attorney offices, information on the victim/witness assistance program, and the definition of a 'case'.

- Average annual operating budget for the current fiscal year was \$755,973 (SD=\$1,676,580, Median=\$285,000), ranging from \$120,000 to \$10.5 million.
- All of the respondents reported that their office was funded by both the State and County government. Just over one quarter (26.2%) were funded by the Federal government and 12% received funding from Foundation grants. Only 2.4% reported funding via donations, and none reported received funds from the City government.
- When asked how their salaries compared to those in the public defender's office, 22% of state's attorneys reported 'significantly greater', nearly half (48.8%) reported 'somewhat greater', 19.5% reported 'equal', 7.3% reported 'somewhat

less', and the remaining 2.4% reported that their salaries were 'significantly less' than those from the public defender's office.

- The average caseload per attorney during fiscal year 2004 (or most recent year available) was 1,047 (SD=2,159, Median=355). The lowest caseload was 120 and the highest was 11,160.
- The mean FTE's in each employment category for State's attorneys offices were:
  - Attorneys = 26.3
  - Clerical = 13.9
  - Investigators = 5.0
  - Law clerks = 0.3
  - Paralegals = 0.2
  - Social workers = 0.1
  - Victim/Witness = 3.0
  - Other = 0.6
- Across the State's attorneys offices included in the survey, there were a number of specialized units reported: Child Abuse units (12.8%); Domestic Violence units (25.6%); Drug Prosecution units (23.1%); DUI units (17.5%); Felony Review/Screening units (22.5%); and Juvenile Crime units (27.5%). There were a number of additional specialized unit types reported at a frequency of less than 10% (for any specific unit type).
- The survey revealed that 83.7% of offices have victim/witness assistance staff, with a mean of nearly 2 (1.9) staff assigned to work with the victim/witness assistance program. For those not reporting victim/witness assistance staff (16.3%), all reported that 'limited resources to staff a victim/witness assistance position' was available.
- A 'case' was defined as '*all charges involving one client for one incident*' by nearly all (90.9%) respondents.

## Workload

The first section of the questionnaire collected information on types of cases, case processing, plea bargaining, case timeliness, actions to reduce illicit drug use and violence. In addition, perceptions regarding a number of situations or problems pertinent to the work of state's attorneys (e.g., child abuse and neglect, domestic violence, etc.) were also incorporated.

## Types of Cases and Case Processing

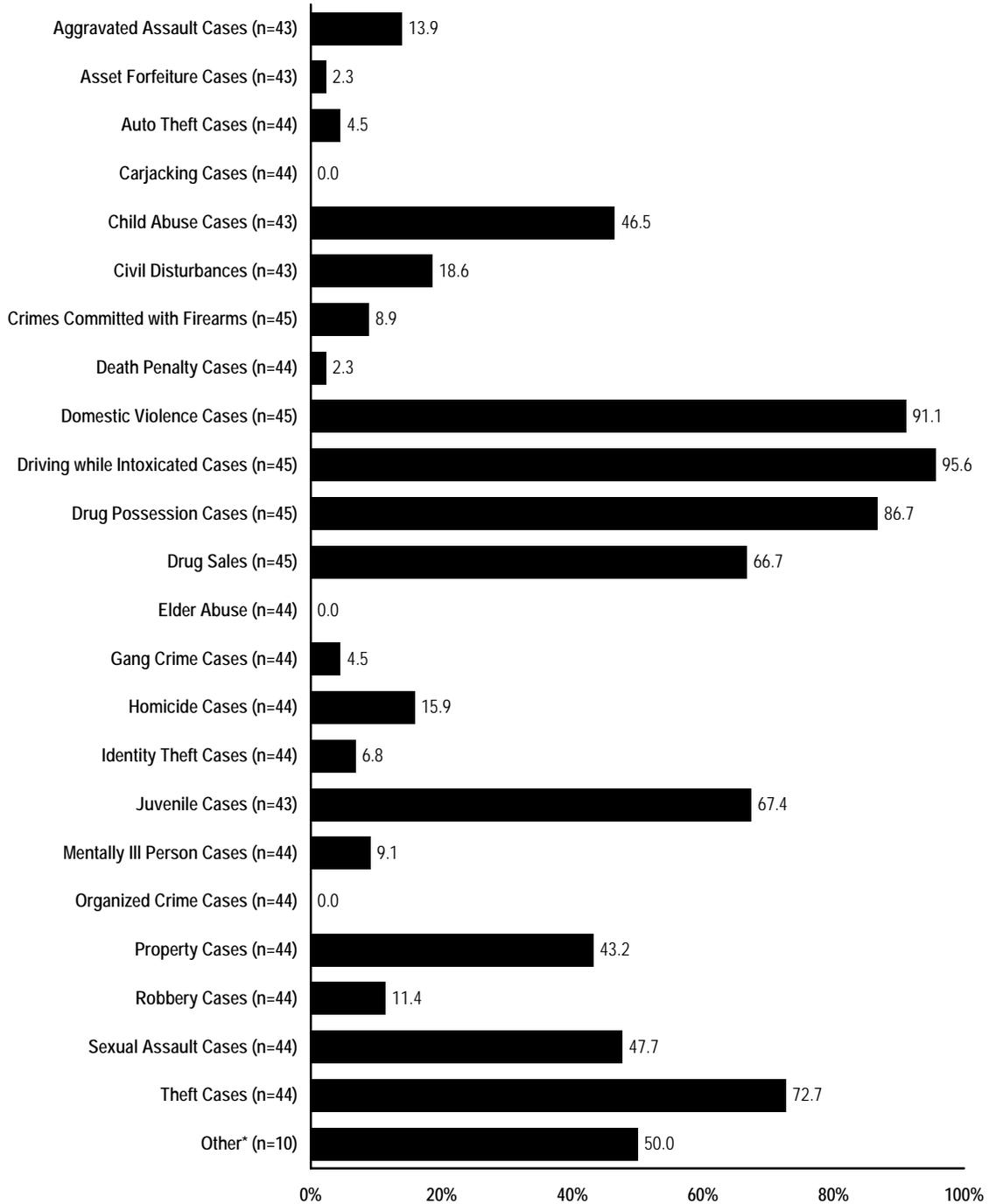
Information was gathered to better understand how different case types and processing contributed to an office's workload (i.e., use of personnel time and office resources). State's attorneys were asked to consider specific types of cases (e.g., aggravated assault cases, asset forfeiture cases, etc.) and case processing activities (e.g., bench trial, caseload, etc.) and rate the extent that each contributed to overall workload (i.e., 'Not a Contributor', 'Moderate Contributor', 'Major Contributor'). **Figures SA.1** and **SA.2** show the results for items that were rated as being a 'Major Contributor' to office workload.

- The case types most frequently rated as major contributors were *driving while intoxicated* (95.6%), *domestic violence* (91.1%) and *drug possession* (86.7%).
- All respondents rated at least one of the 24 case types as a major contributor while only a minority (6.7%) rated multiple case types (e.g., 12 or more) as major contributors.
- Case processing activities rated most often as major workload contributors were *caseload* (80.0%), *plea bargaining* (60.0%) and *jury trial* (38.6%).
- Only 6.7% rated none of the 14 case processing activities as major contributors while 8.9% identified seven or more as major contributors to workload.

State's attorneys were given the opportunity to comment more generally about the factors contributing to workload in their office. Common themes emerged around caseloads, shortage of resources and drug offenses. As described by one respondent,..."*Growth of a rapid nature has been the biggest contributor to workload in the office*". Another explained,... "*Generally, the workload is a function of an increasing population, lack of judges and shortage of assistants*". Others pointed to the specific problem of methamphetamines as contributors to the workload, ... "*Meth cases are the #1 problem with juvenile cases – lots of time involved in each case*". Another state attorney simply exclaimed,... "*METH!!!*".

**% TYPE OF STATE'S ATTORNEY CASES RATED AS 'MAJOR CONTRIBUTOR' TO WORKLOAD**

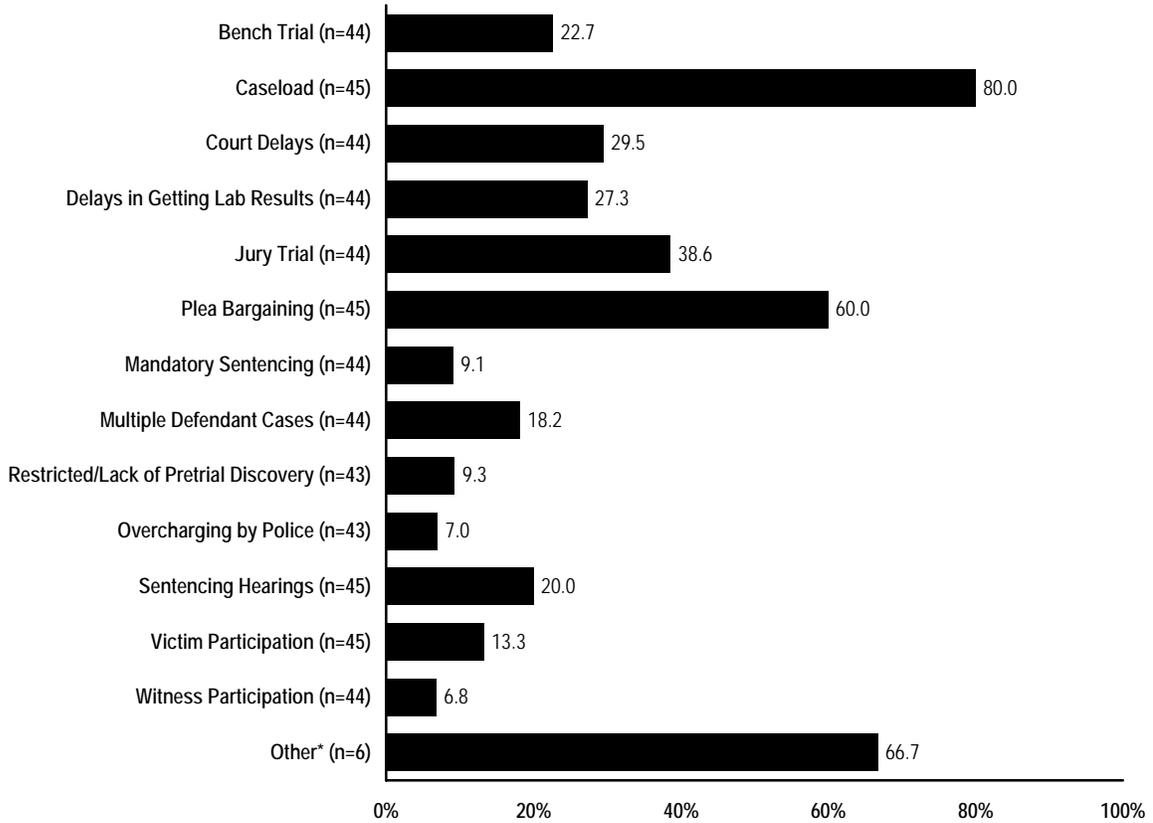
**Figure SA.1**



'n=' denotes the total number of respondents for each item and was the denominator used to calculate the associated percentage.

\* Other types of cases rated as major contributors were "minor traffic", "battery drug sales/manufacturing", "meth", and "underage drinking".

**% CASE PROCESSING ACTIVITIES RATED AS 'MAJOR CONTRIBUTOR' TO WORKLOAD** *Figure SA.2*



'n=' denotes the total number of respondents for each item and was the denominator used to calculate the associated percentage.

\* The other case processing activities included "fine and cost review", "motion hearings", and "defendant delays".

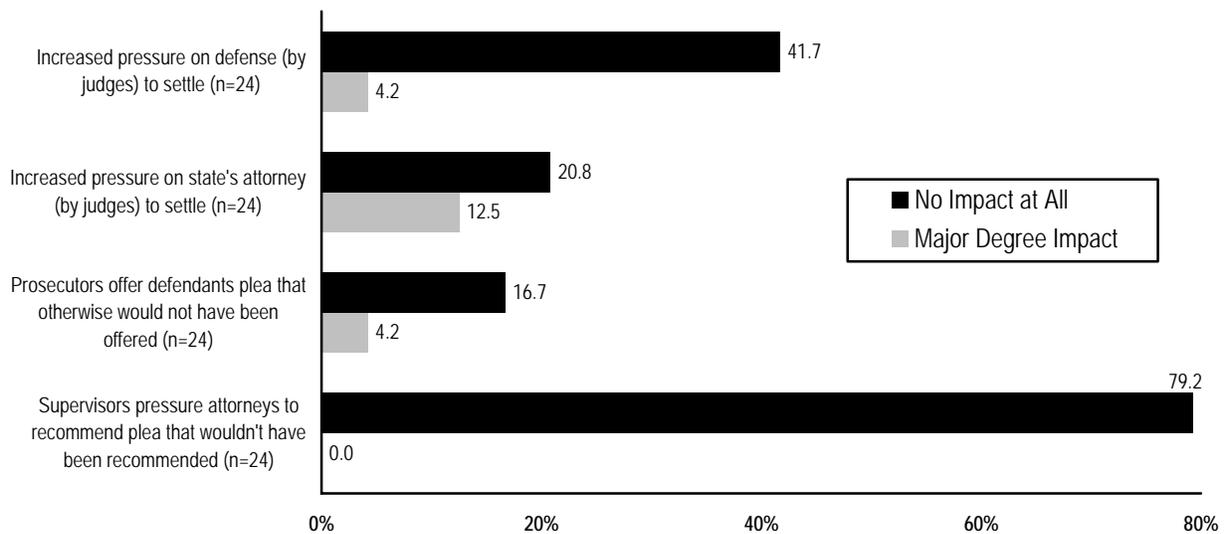
## Plea Bargaining

More than half (55.6%) of state's attorneys reported that excessive caseloads/workloads have increased the number of plea bargains. The degree to which a number of activities have had either no impact or a major impact on plea bargains is shown in **Figure SA.3**.

- Few respondents indicated that any of the activities have had a major impact on plea bargaining. For example, only 12.5% of respondents indicated plea bargaining had been impacted by *judges placing increased pressure on the state's attorney to settle cases*.
- 79.2% reported no impact on plea bargaining as a result of *supervisory staff pressuring attorneys to recommend that clients accept bargains that would not otherwise have been recommended* while 41.7% indicated that plea bargaining had 'Not at All' been impacted by *judges placing increased pressure on the defense to settle cases*.

Some of the state's attorneys further commented on plea bargaining factors that are particular problems in their systems. "For the reasons stated and lack of funding for an additional assistant, I have agreed to plea bargains I may not have otherwise agreed to. I weigh the impact on my office, cost to the county and how spending time in a trial will effect the time I may spend on other county business". Another explained,... "County finances and the cost of housing prisoners have resulted in increased plea bargaining with less than desired sentences. The county board and community pressure the judges and state's attorney to process cases as quickly as possible. The defense bar knows that the longer someone remains in jail, the better the plea offer will be".

**% ACTIVITIES HAVE HAD 'NO IMPACT AT ALL' VS. 'MAJOR DEGREE OF IMPACT' ON PLEA BARGAINING** **Figure SA.3**



'n=' denotes the total number of respondents for each item and was the denominator used to calculate the associated percentage.

## Case Timeliness

State's attorneys were asked about factors that need improvement to effect more timely processing of cases. **Figure SA.4** shows those identified as either 'Needs Major Improvement' or 'Needs to be Developed'.

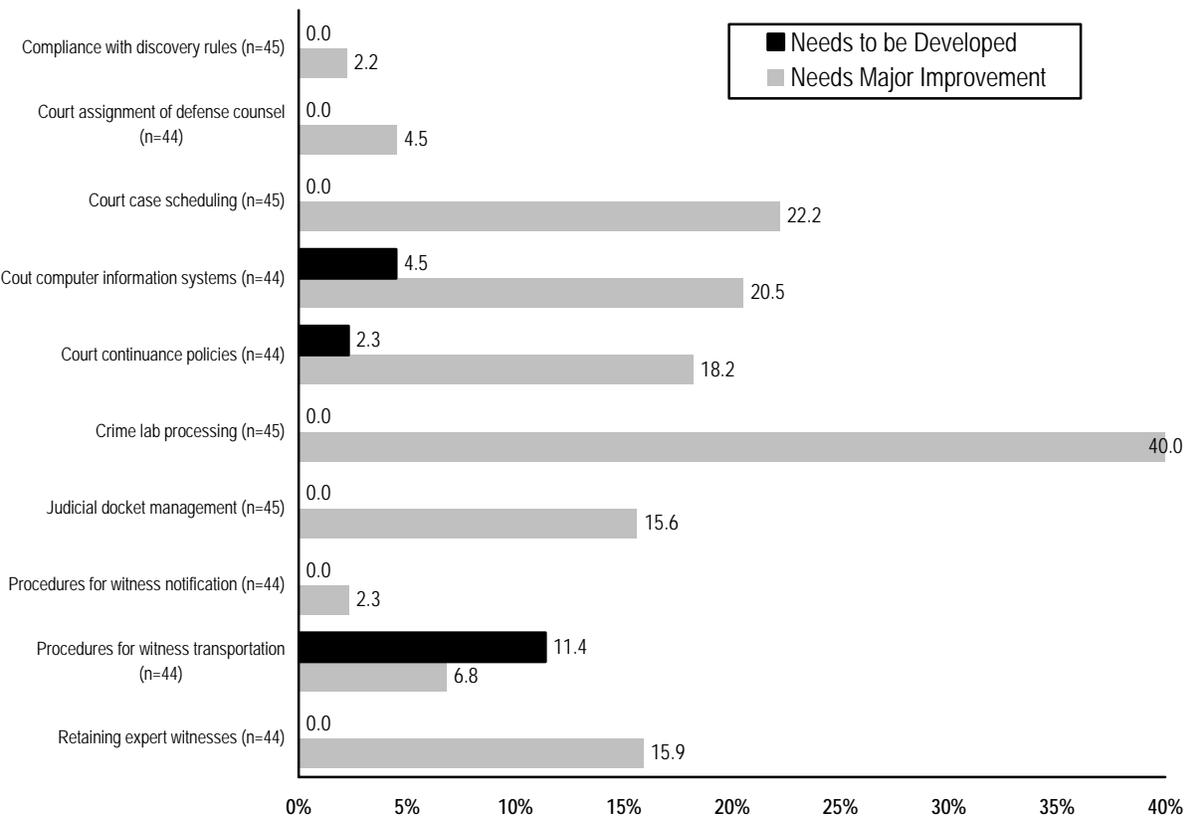
- Crime lab processing (40.0%), court case scheduling (22.2%) and court computer information systems (20.5%) were the areas most frequently rated as 'Needs Major Improvement'.

- The most frequently identified factors affecting case timeliness that 'Needs to be Developed' were *procedures for witness transportation* (11.4%), *court computer information systems* (4.5%) and *court continuance policies* (2.3%).
- One-quarter (24.4%) did not rate any of the factors as 'Needs Major Improvement' while 84.4% indicated none of the areas 'Needs to be Developed'.

A minority of state's attorneys provided more detail on case processing factors that are particular problems in their offices. The majority of comments centered on defense delays. "*Defendants continue cases until judges finally force them to plea or set for jury. Defendants then continue cases for several jury calls until they can then have a jury trial but then they waive their jury rights and continue it again for status or bench trial. Problems are exacerbated because we have only once criminal judge for jury trials*". Similarly, another explained that case processing problems stem from, "... *financial constraints and defense attorneys who are allowed to procrastinate cases*".

**% FACTORS AFFECTING CASE TIMELINESS RATED 'NEEDS MAJOR IMPROVEMENT' OR 'NEEDS TO BE DEVELOPED'**

**Figure SA.4**



'n=' denotes the total number of respondents for each item and was the denominator used to calculate the associated percentage.

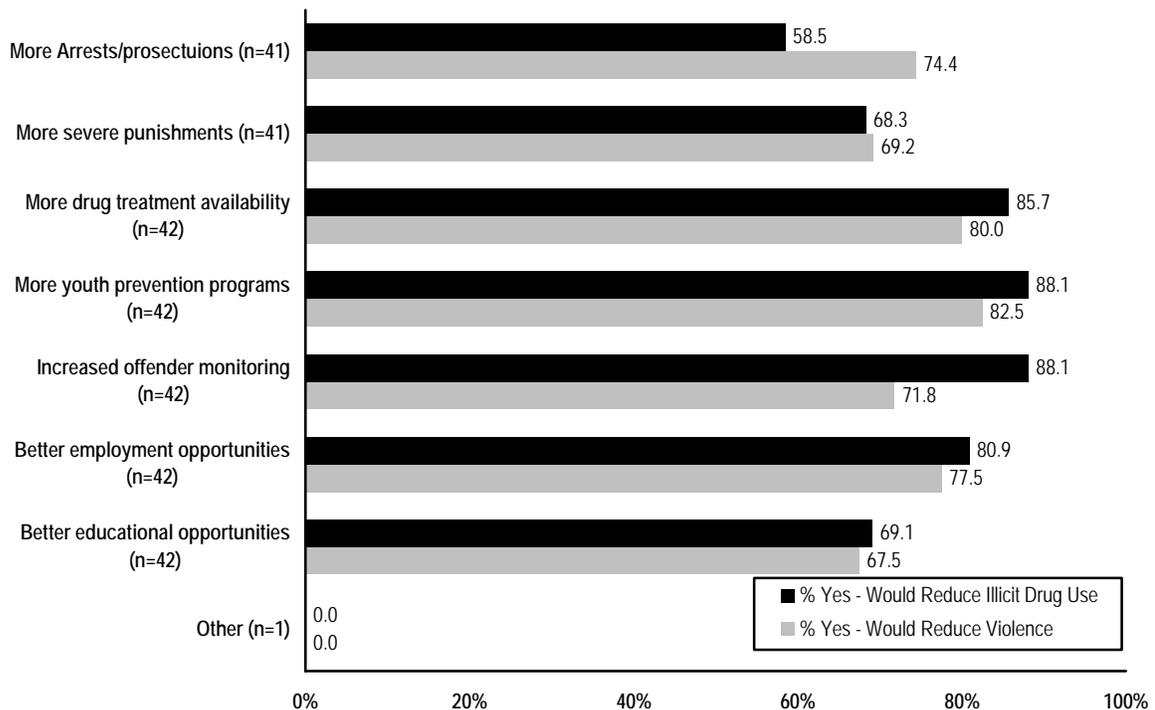
## Illicit Drug Use and Violence

The survey questionnaire focused on two specific areas that may have an impact on the state's attorneys' work – illicit drug use and violence. Views were elicited on the impact of certain actions for reducing drug use or violence. **Figure SA.5** shows the results.

- The majority of respondents rated *more youth prevention programs* (88.1%), *increased offender monitoring* (88.1%) and *more drug treatment availability* (85.7%) as actions that would reduce illicit drug use.
- *More youth prevention programs* (82.5%) and *more drug treatment availability* (80.0%) were also most frequently rated as actions that would reduce violence.
- *More arrests/prosecutions* (reduce drug use-58.5%; reduce violence-74.4%) and *more severe punishments* (reduce drug use-68.3%; reduce violence-69.2%) were among the least frequently rated for reducing drug use or violence.
- About one third (31.0%) rated all seven actions as impacting on reduced drug use while a similar percentage of respondents (31.7%) rated all seven as actions that would reduce violence.

**% ACTION WOULD REDUCE ILLICIT DRUG USE AND/OR VIOLENCE**

**Figure SA.5**



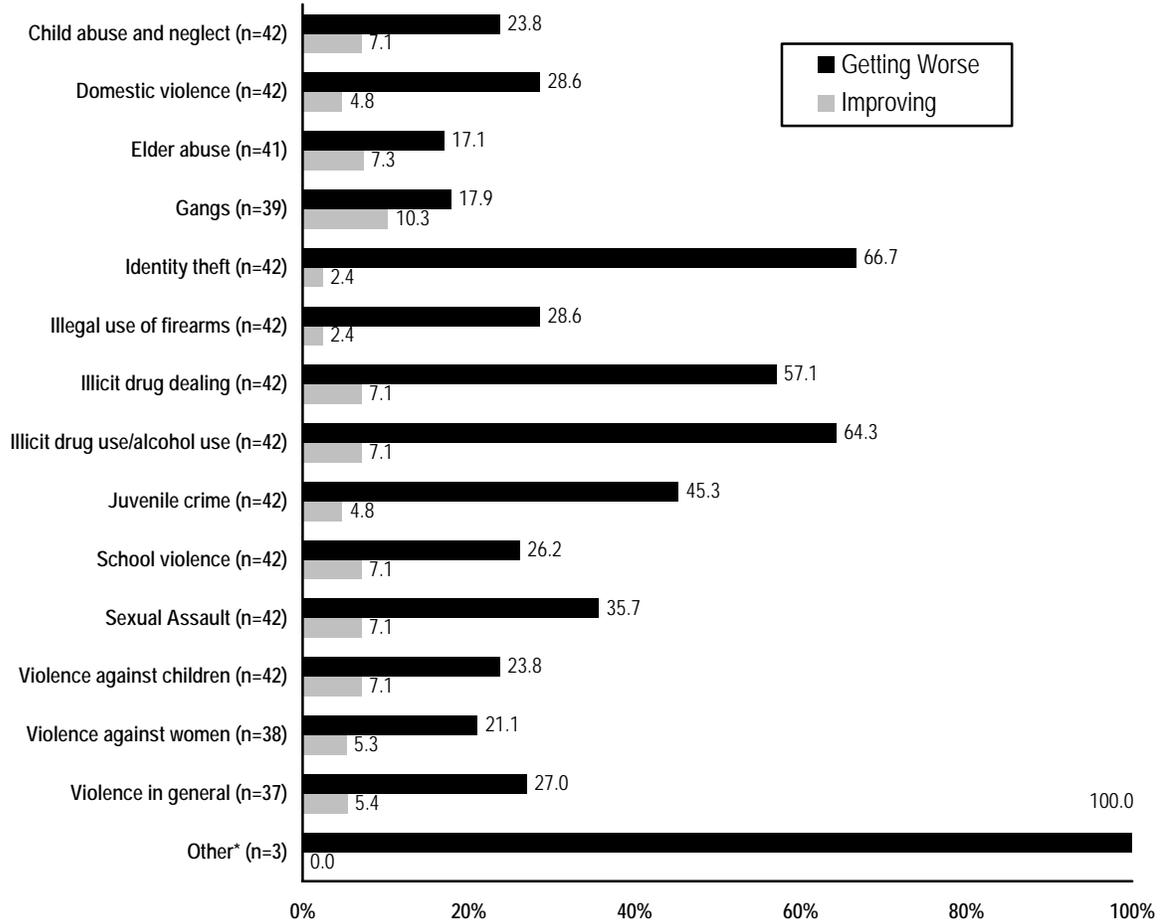
'n=' denotes the total number of respondents for each item and was the denominator used to calculate the associated percentage.

## Problems Affecting State's Attorneys

As an additional measure of factors that may affect the work of state's attorneys, respondents were asked to rate 15 problems in terms of whether they were 'Getting Worse', 'Staying the Same' or 'Improving'. **Figure SA.6** shows the proportion of respondents that rated each problem as either getting worse or improving.

- *Identity theft* (66.7%), *illicit drug use/alcohol use* (64.3%) and *illicit drug dealing* (57.1%) were the problems most commonly rated as getting worse.
- A minority of respondents rated the problems of *gangs* (10.3%) and *elder abuse* (7.3%) as improving.
- 19.0% rated eight or more of the 15 problems listed as getting worse.

**% PROBLEMS ARE GETTING WORSE OR IMPROVING** **Figure SA.6**



'n=' denotes the total number of respondents for each item and was the denominator used to calculate the associated percentage.

\* The other problem rated as getting worse was "Meth".

## Staffing

The second section of the questionnaire collected information on staffing, including the need to increase certain positions, factors related to staff retention and staff training areas.

### Number of Staff

Survey respondents were asked to consider eight different staff positions and indicate where increases were required or where positions needed to be developed within their offices. **Figure SA.7** shows those rated as 'Major Increase Needed' or 'Needs to be Developed'.

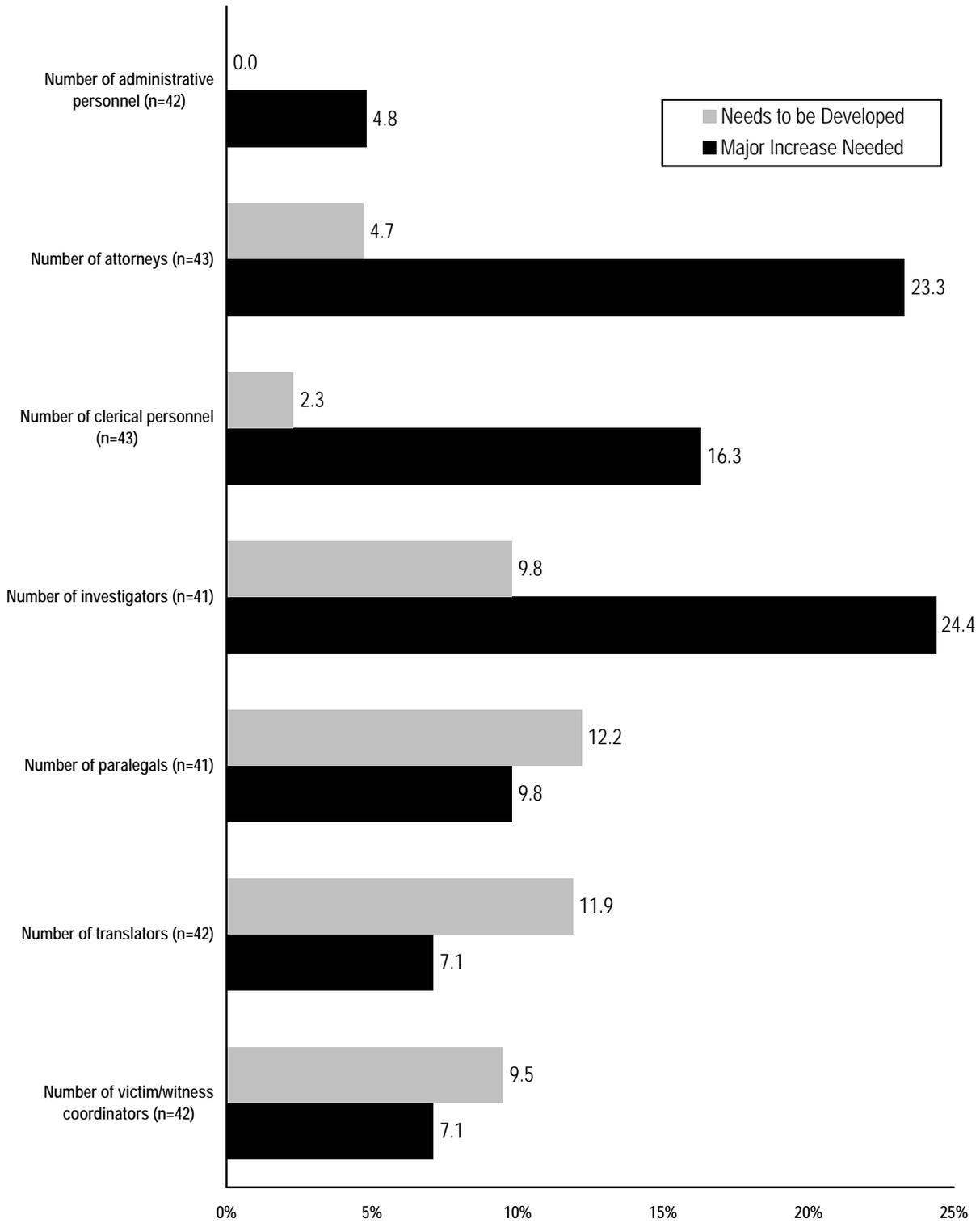
- *Number of investigators* (24.4%) was the position most often identified as needing a major increase followed by *number of attorneys* (23.3%) and *number of clerical personnel* (16.3%).
- *Number of paralegals* (12.2%), *translators* (11.9%), and *investigators* (9.8%) were the most frequently rated positions that needed to be developed.
- Few respondents rated *number of administrative personnel* as needing major increases or development.
- Less than half (41.9%) reported that none of the positions needed a major increase in the number of staff, while 74.4% indicated that none of the listed positions needed to be developed within their office.

### Retention Factors

Retention of staff may be an important consideration for state's attorneys. The survey questionnaire listed 13 factors that may contribute to problems pertaining to staff retention and respondents were asked to rate the extent that each contributed to problems. **Figure SA.8** shows the percentage identified as a 'Major Contributor'.

- *Salaries* (66.7%), *budget reductions* (41.5%) and *workloads* (35.1%) were rated most often as major contributors to problems retaining staff.
- Only a small minority of state's attorneys rated *investigative support* (5.4%), *personal safety* (5.4%) and *variety of work* (5.3%) as major contributors to loss of staff.
- Only 16.7% of respondents did not feel any of the factors were major contributors to problems retaining staff while 16.7% identified five or more factors as major contributors.

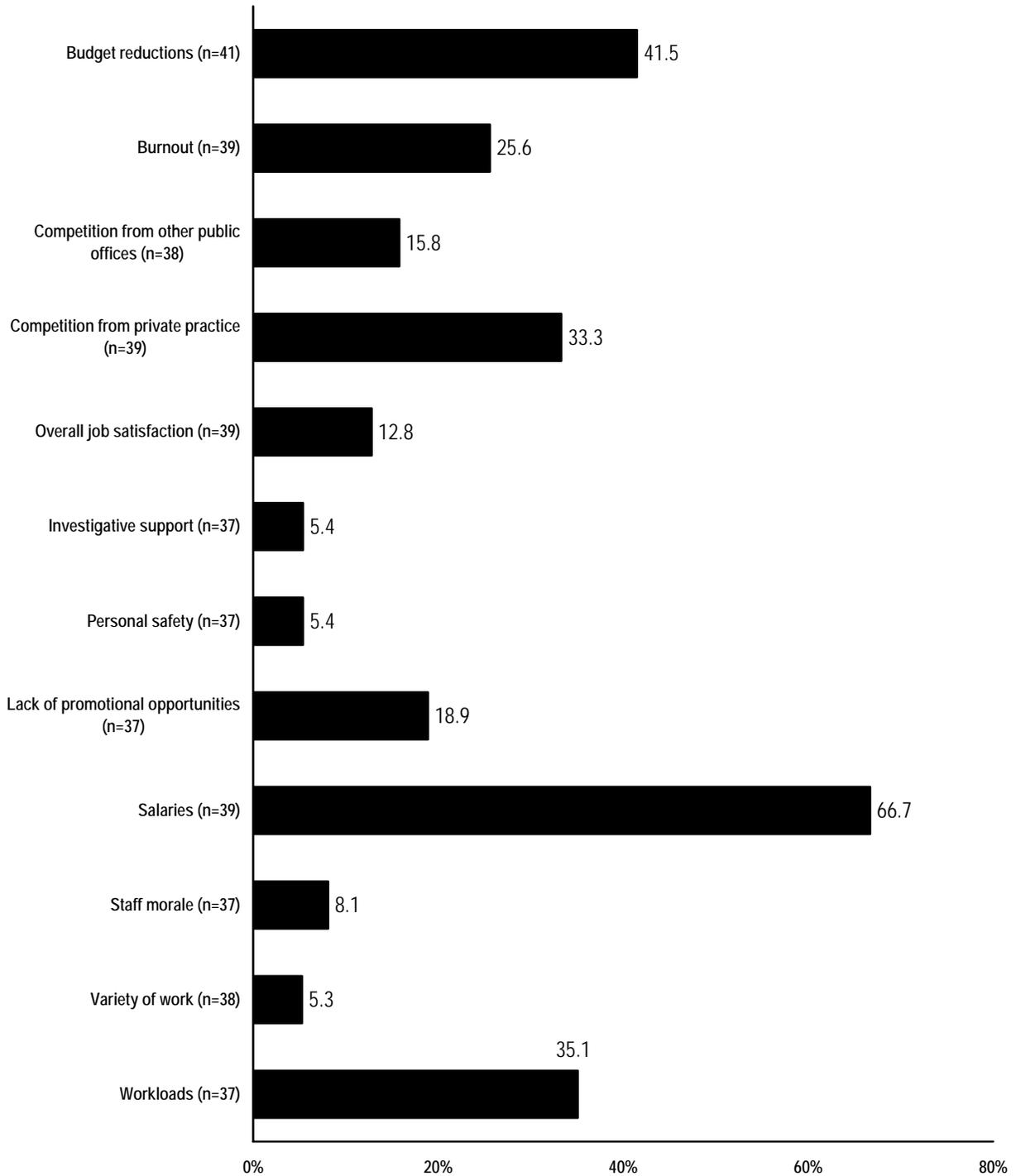
**% STAFF POSITIONS 'MAJOR INCREASE NEEDED' OR 'NEEDS TO BE DEVELOPED' Figure SA.7**



'n=' denotes the total number of respondents for each item and was the denominator used to calculate the associated percentage.

**% RETENTION FACTORS RATED AS 'MAJOR CONTRIBUTOR' TO PROBLEMS  
RETAINING STAFF**

**Figure SA.8**



'n=' denotes the total number of respondents for each item and was the denominator used to calculate the associated percentage.

## Staff Training

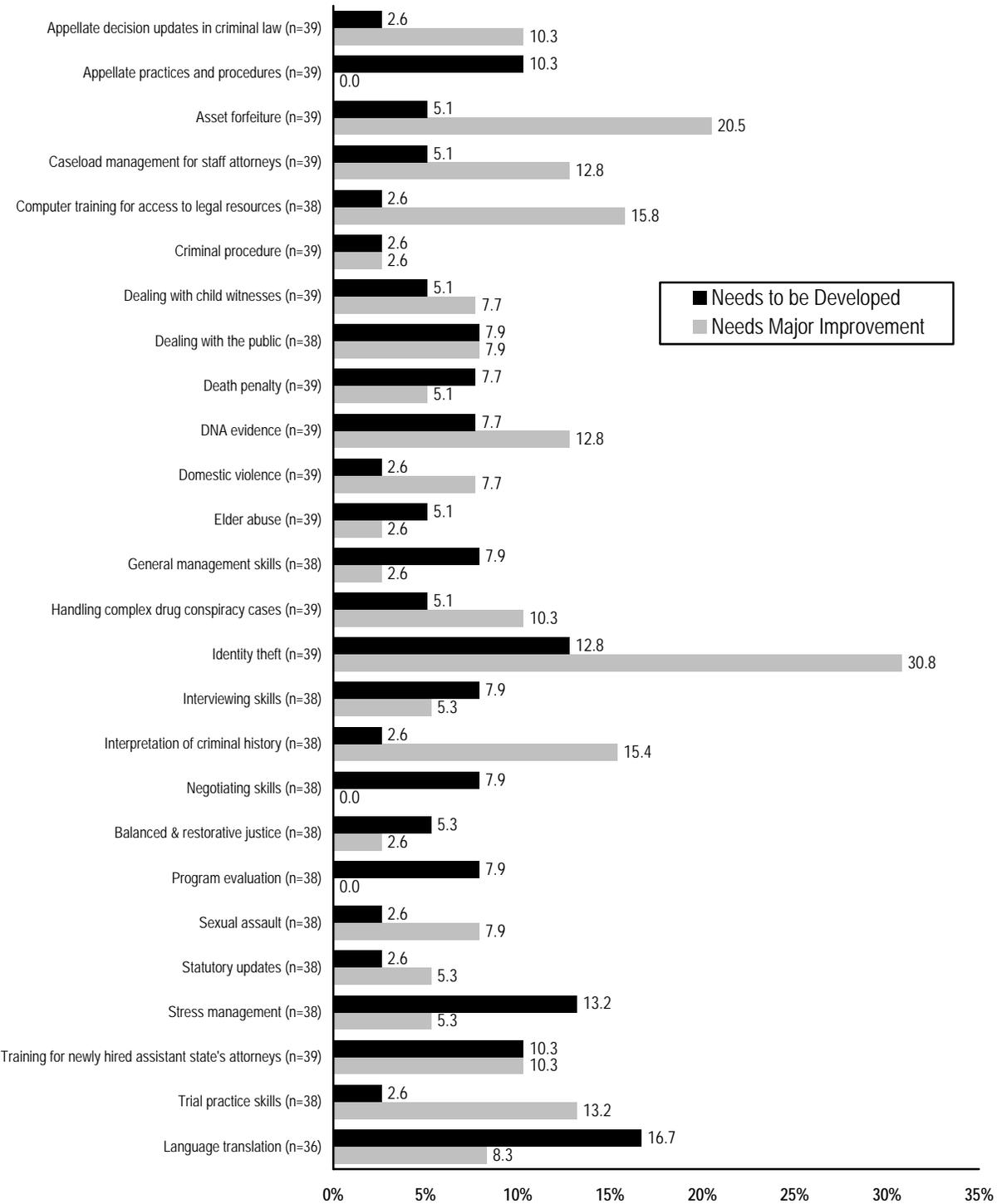
On-going training is fundamental to the work of state's attorneys and certain activities require specialized training. Information was collected on 27 staff training areas. Respondents were asked to rate whether improvement was required or whether the area needed to be developed. **Figure SA.9** shows those areas identified as 'Needs Major Improvement' or 'Needs to be Developed'.

- Generally, a low percentage of the training areas were rated as needing major improvement. Only *identify theft* (30.8%) and *asset forfeiture* (20.5%) were above 20% followed by *trial practice skills* (16.2%), *computer training for access to legal resources* (15.8%) and *interpretation of criminal history* (15.4%).
- A similar trend was noted for areas that were rated as needing to be developed. Only five areas were rated above 10% - *language translation* (16.7%), *stress management* (13.2%), *identity theft* (12.8%), *appellate practices and procedures* (10.3%), and *training for newly hired assistant state's attorneys* (10.3%).
- More than one-quarter (28.2%) did not feel major improvement was necessary for any of the training areas while 33.3% identified only one or two areas as in need of major improvements.
- Similar results were found for training areas to be developed. Two-thirds (66.7%) felt none of the training areas needed to be developed and 12.8% identified only one area for development.

Given the importance of staff training, state's attorneys were asked to comment on particular training needs in their offices. Most were quite positive about training opportunities. *"Overall, I believe the Illinois appellate prosecutor's office along with the Illinois state's attorneys association provide excellent training. It is often difficult however, to attend training because of caseload and court scheduling"*. A second respondent indicated,... *"Our training needs are well taken care of through the state appellate prosecutor and the national college of district attorneys"*. In terms of specific training needs,... *"New CLE requirements will mean more training for assistant state's attorneys. Would like to see a variety of training opportunities for public sector lawyers, especially for specific issues"*.

**% ATTORNEY TRAINING AREAS 'NEEDS MAJOR IMPROVEMENT' OR 'NEEDS TO BE DEVELOPED'**

**Figure SA.9**



'n=' denotes the total number of respondents for each item and was the denominator used to calculate the associated percentage.

## Operations

The next section of the state's attorney's questionnaire focused on operations such as diversion and sentencing alternatives, pretrial practices, courtroom procedures, management information systems and work with federal agencies, state/multi-jurisdictional criminal justice agencies and other agencies.

### Diversion and Sentencing Alternatives

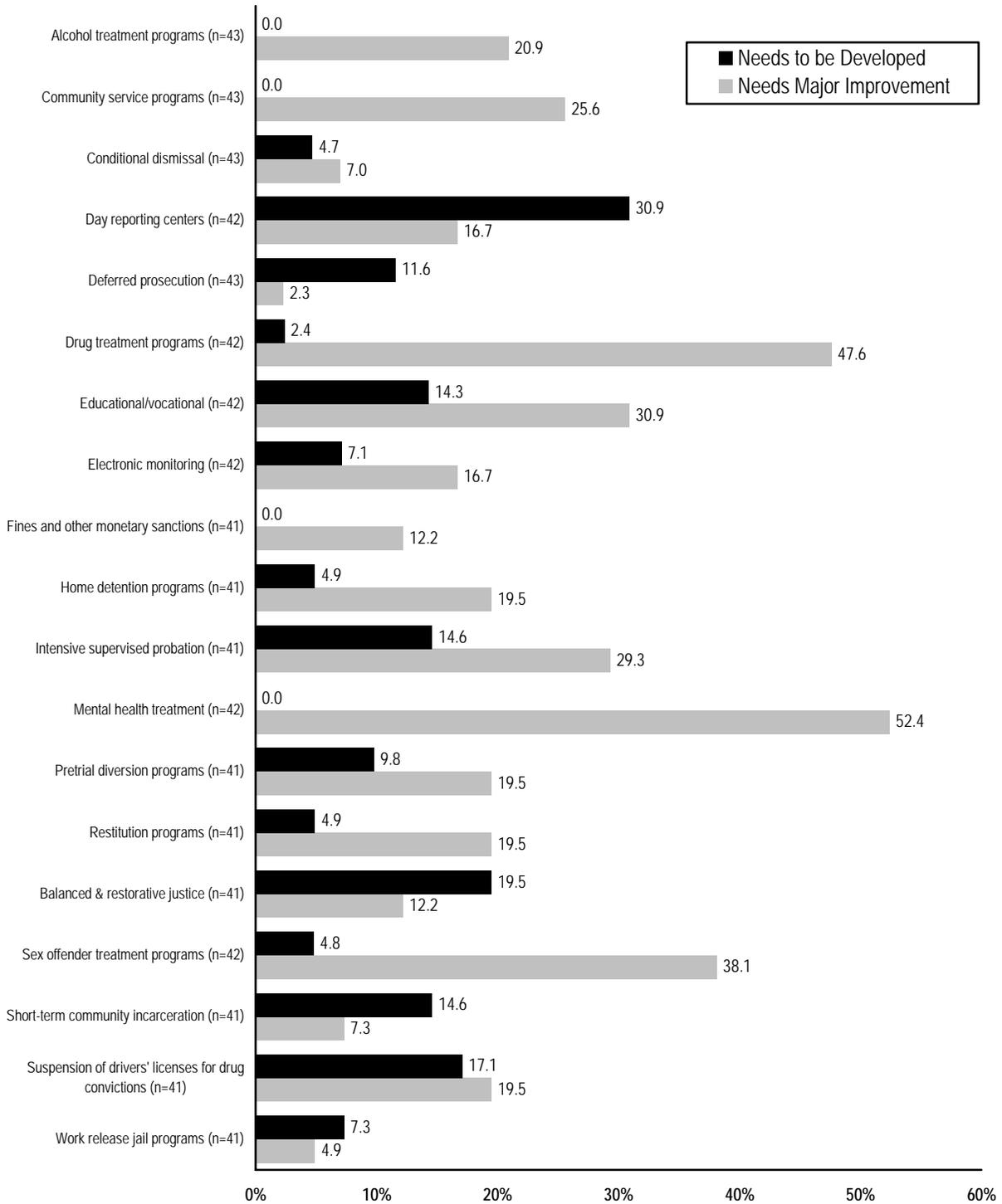
State's attorneys were asked to consider a list of 20 different diversion/sentencing alternatives and indicate whether each needs improvement, development, or were simply not needed. **Figure SA.10** shows those rated as 'Needs Major Improvement' or 'Needs to be Developed'.

- *Mental health treatment* (52.4%), *drug treatment programs* (47.6%) and *sex offender treatment programs* (38.1%) were the most frequently rated as needing major improvement.
- Almost one-third (30.9%) indicated *day reporting centers* needed to be developed followed by *balanced and restorative justice programs* (19.5%) and *suspension of driver's licenses for drug convictions* (17.1%).
- 83.7% felt that at least one of the diversion/sentencing alternatives needed major improvement while 48.8% indicated that none needed to be developed.

With respect to open-ended comments about such programs, responses focused on the lack of resources for effective options,... *"This entire area is neglected and vastly under funded". "I believe that most mental health treatment programs, alcohol and substance abuse treatment programs and sex offender treatment programs in my jurisdiction's geographic area are ineffective. I believe this is because the provider's lack enough staff for the caseload"*.

**% DIVERSION/SENTENCING ALTERNATIVE 'NEEDS MAJOR IMPROVEMENT' OR 'NEEDS TO BE DEVELOPED'**

**Figure SA.10**



'n=' denotes the total number of respondents for each item and was the denominator used to calculate the associated percentage.

## Pretrial Practices and Courtroom Procedures

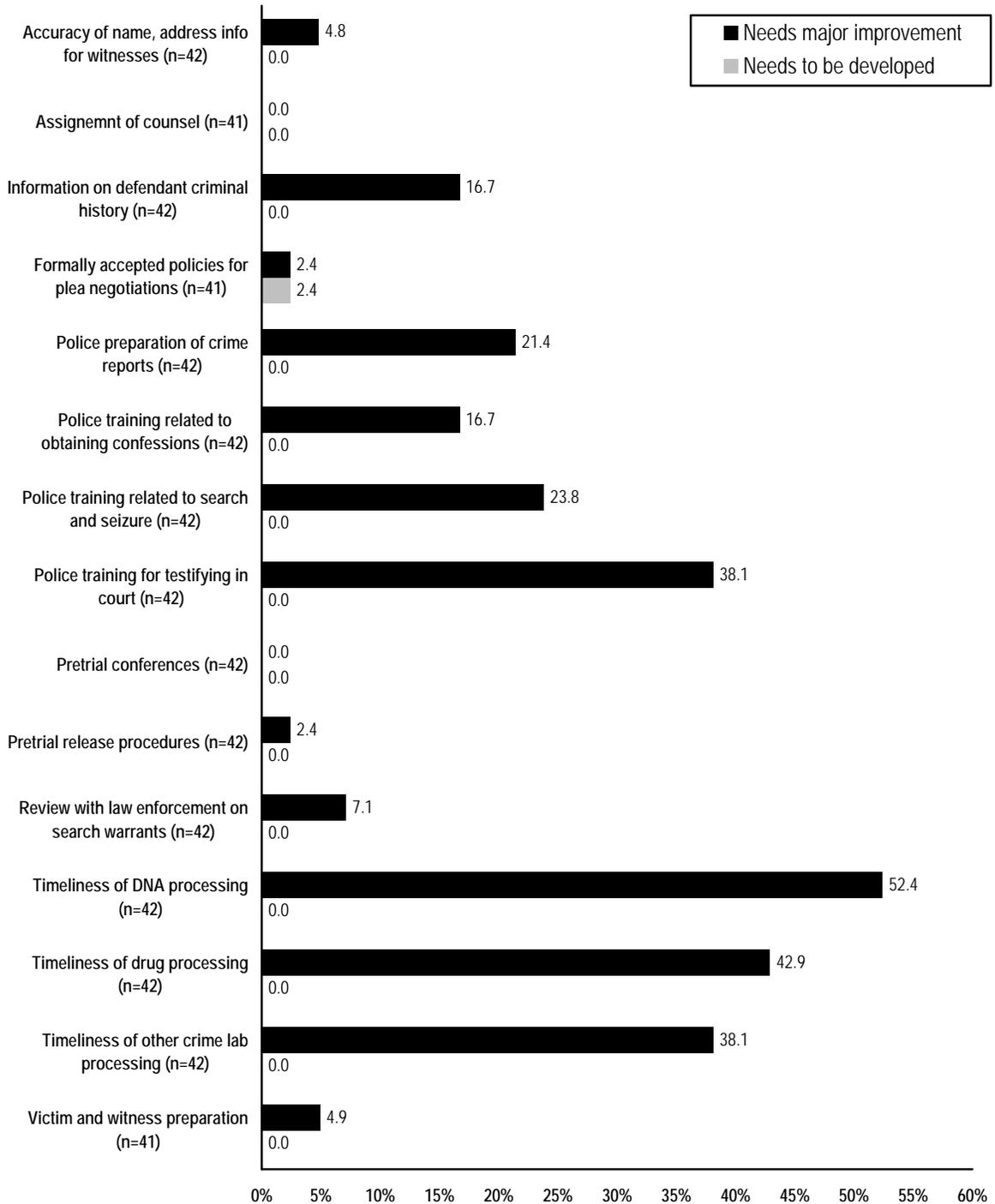
The survey also gathered information on pretrial practices, courtroom procedures and resources. Respondents that provided or had access to the practices, procedures or resources were asked to rate the level of improvement each required ('Needs Little or No Improvement', 'Needs Moderate Improvement', 'Needs Major Improvement'). For procedures that were not offered or unavailable, respondents had the opportunity to rate whether each 'Needs to be Developed' or were not needed (i.e., 'Do Not Need'). Figures SA.11, SA.12 and SA.13 shows the percentage rated as 'Needs Major Improvement' or 'Needs to be Developed'.

- *Timeliness of DNA processing* (52.4%) and *drug processing* (42.9%) and *police training for testifying in court* (38.1%) were the pretrial practices most often rated as needing major improvement. Only one pretrial practice (*formally accepted policies for plea negotiations*-2.4%) was identified as needing to be developed.
- About one-quarter (23.8%) felt that none of the practices needed major improvement while almost all (97.6%) indicated that none needed to be developed.
- Few respondents identified various courtroom procedures that needed major improvement or needed to be developed. Only 17.1% rated *trial continuance procedures* as needing major improvement followed by *management of victim/witness appearances* (12.2%) and *calendaring system* (9.8%).
- Regarding other resources, *criminal history records* (28.6%) and *law libraries* (21.9%) were most commonly rated as needing major improvement. *Electronic filing* (53.7%) and *electronic access* (35.0%) were identified most often as needing to be developed.

In reviewing comments offered on this topic by the respondents, pretrial practices that create particular problems for state's attorneys centered on police testifying. "*Local police are not well prepared to testify. My office works with local police but despite our efforts many local police officers make poor witnesses*". The only courtroom procedure identified as problematic was around scheduling,... "*The courts seem to have little concern for the effect the scheduling will have on victims and witness appearances*".

**% PRETRIAL PRACTICES 'NEEDS MAJOR IMPROVEMENT' OR 'NEEDS TO BE DEVELOPED'**

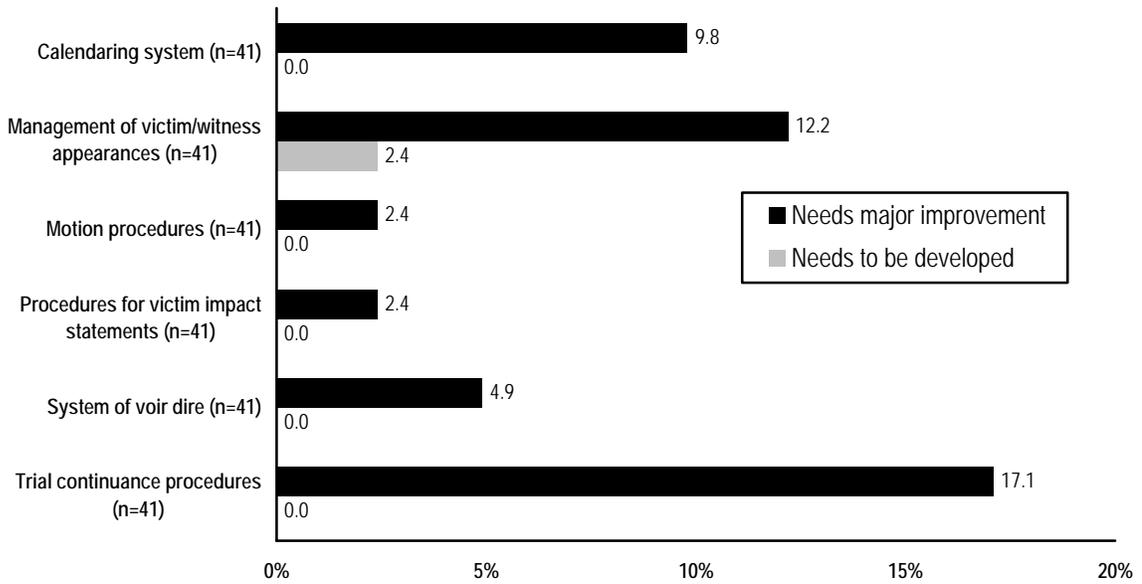
**Figure SA.11**



'n=' denotes the total number of respondents for each item and was the denominator used to calculate the associated percentage.

**% RATING COURTROOM PROCEDURES AS 'NEEDS MAJOR IMPROVEMENT' OR 'NEEDS TO BE DEVELOPED'**

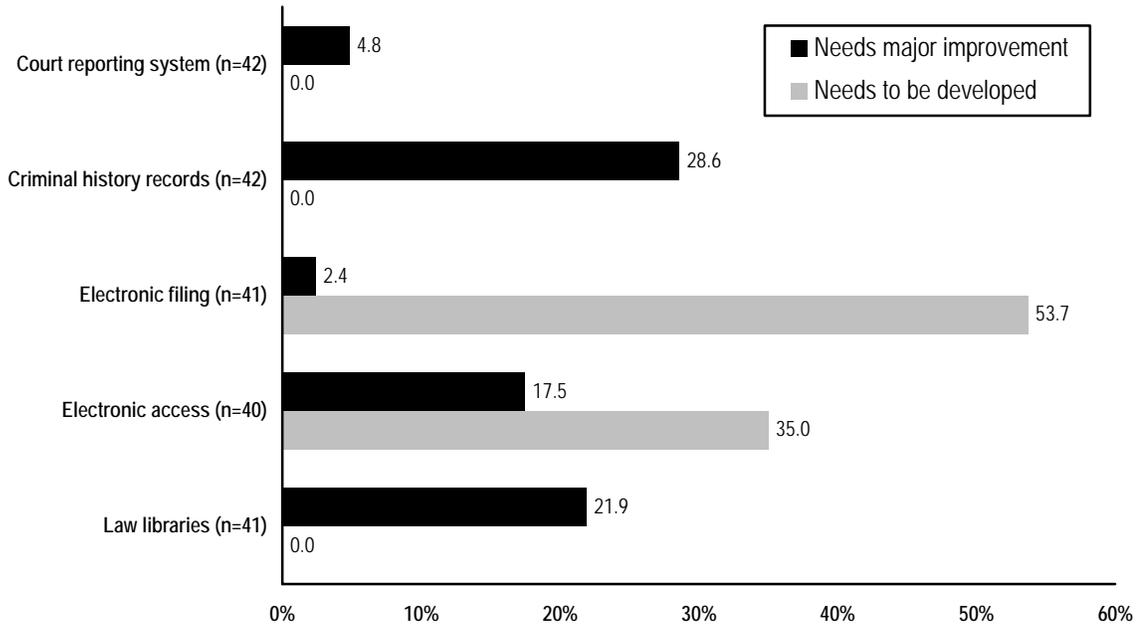
**Figure SA.12**



'n=' denotes the total number of respondents for each item and was the denominator used to calculate the associated percentage.

**% RATING RESOURCES AS 'NEEDS MAJOR IMPROVEMENT' OR 'NEEDS TO BE DEVELOPED'**

**Figure SA.13**



'n=' denotes the total number of respondents for each item and was the denominator used to calculate the associated percentage.

## Management Information Systems

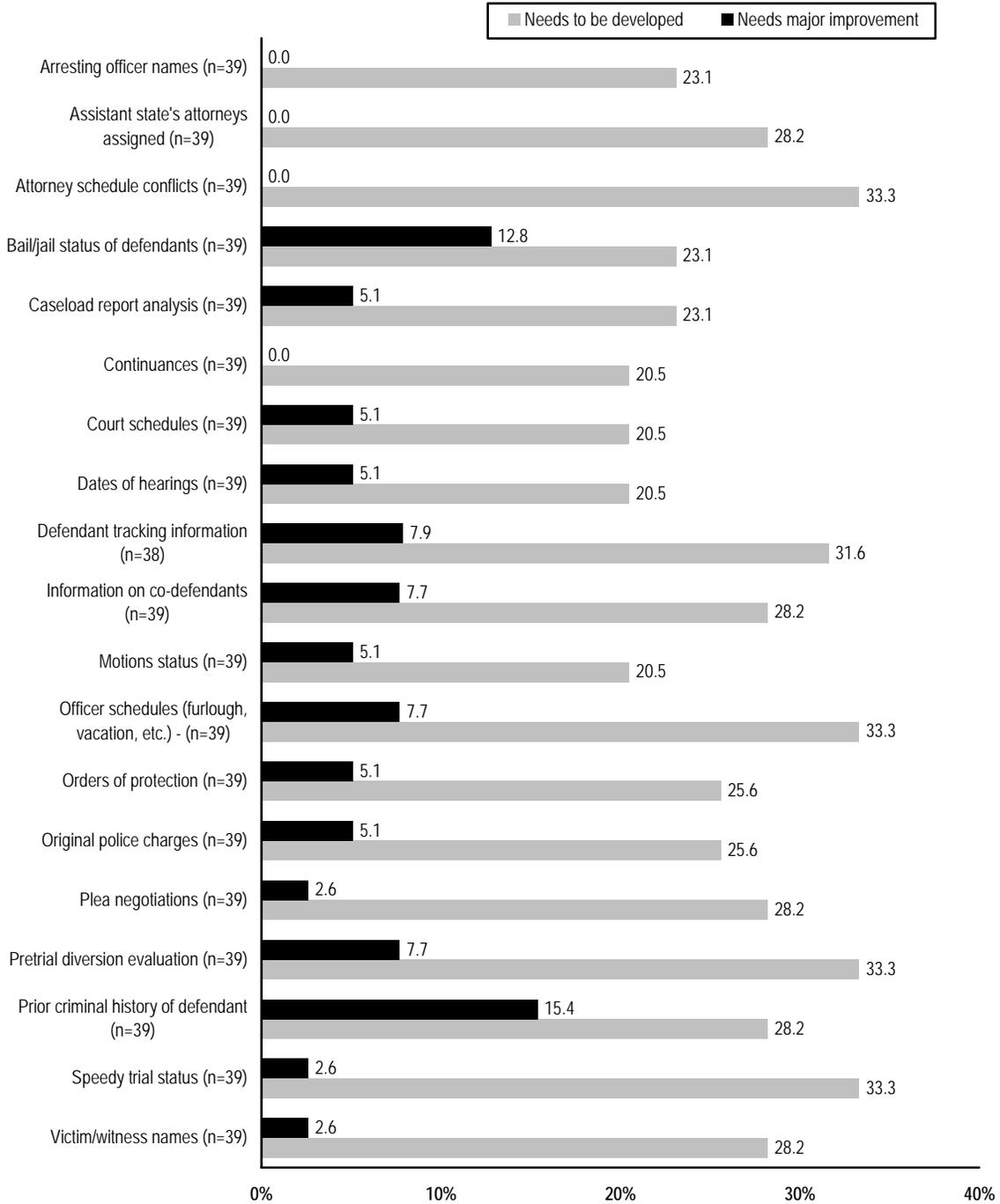
Similar to the previous section, respondents were asked whether particular automated information systems (or system modules) required improvement or needed development within their office. **Figure SA.14** shows those rated as 'Needs Major Improvement' or 'Needs to be Developed'.

- The information system for *prior criminal history of defendants* (15.4%) was most often identified as needing major improvement followed by *bail/jail status of defendants* (12.8%).
- Regarding systems that need to be developed, four were most frequently identified (each at 33.3%) - *attorney schedule conflicts*, *officer schedules*, *pretrial diversion evaluation* and *speedy trial status*.
- About three-quarters (74.4%) felt that none of the systems identified in the survey required major improvement, while 43.6% indicated that none needed to be developed.

With regard to particular needs in the area management information systems, a few specific examples were provided such as,... *"It would be extremely helpful to have access to circuit clerks records. More accurate criminal history information is also needed"*. Others gave broader thoughts concerning costs,... *"It would be helpful to have a system for my office but we can't now, nor in the near future, afford the cost"*. *"We need a network computer system but do not have any money"*.

**% MANAGEMENT INFORMATION SYSTEMS OR SYSTEM MODULES 'NEEDS MAJOR IMPROVEMENT' OR 'NEEDS TO BE DEVELOPED'**

**Figure SA.14**



'n=' denotes the total number of respondents for each item and was the denominator used to calculate the associated percentage.

## Level of Work with Agencies

The final operational focus of the survey concerns frequency of work with federal agencies, state/multi-jurisdictional criminal justice agencies and other agencies. Responses were grouped into categories of 'Very Often/Often' or 'Seldom/Never'. Figure SA.15 shows the results.

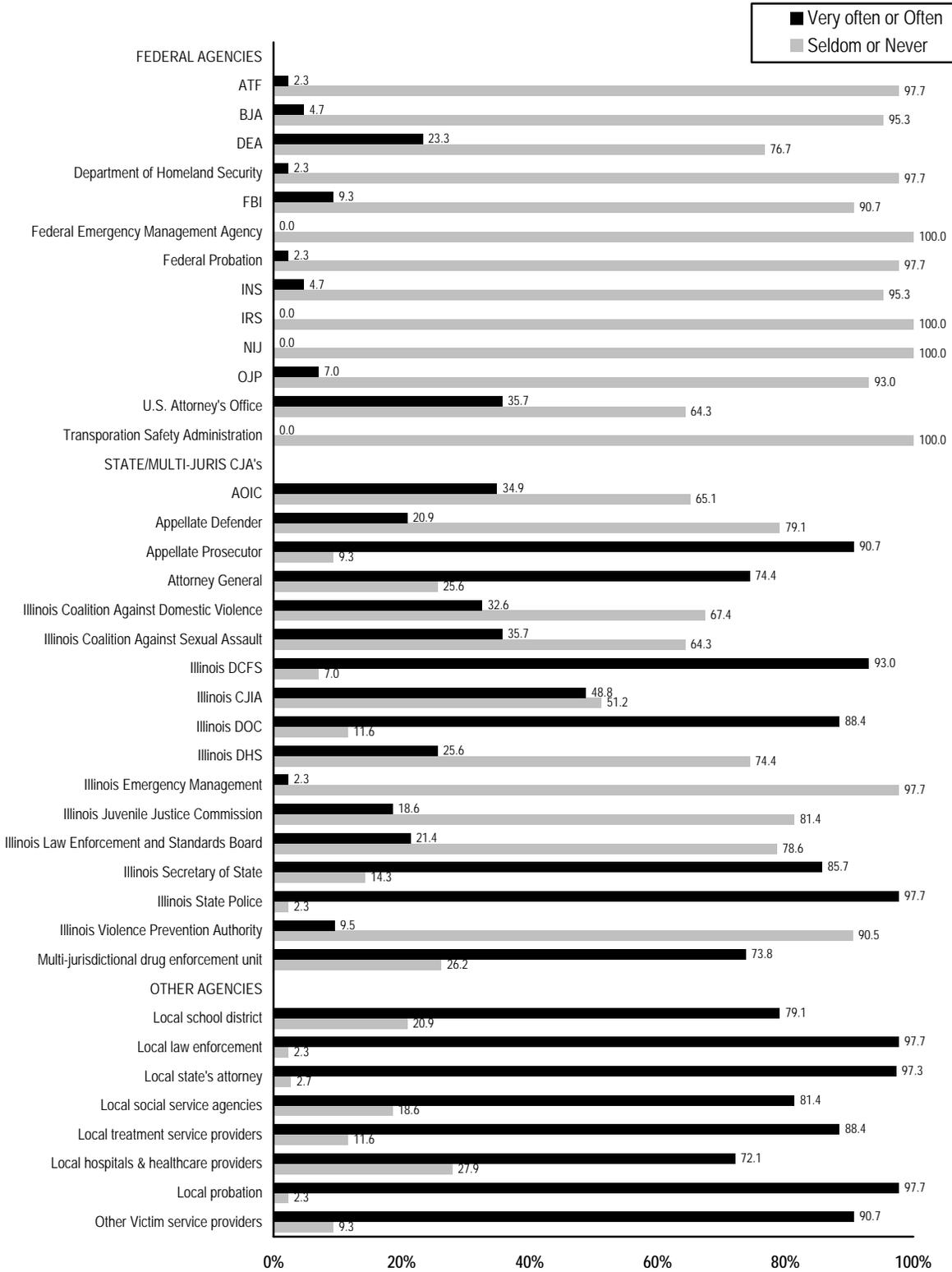
- A fairly low percentage of respondents indicated they worked regularly with federal agencies – only *U.S. Attorney's Office* (35.7%) and *Drug Enforcement Administration* (23.3%) were identified above the 20% level.
- There was a large range in working with state/multi-jurisdictional criminal justice agencies – *Illinois State Police* (97.7%), *Illinois Department of Children and Family Services* (93.0%) and *Appellate Prosecutor* (90.7%) were most frequently listed as partners involving regular working relationships.
- There was comparatively less frequency of work with other agencies, although the majority of respondents (ranging from 72.1% to 97.7%) indicated they frequently worked with the local agencies listed.

## Research and Evaluation

The final section of the survey asked state's attorneys to list topics or programs that they believe should be priorities for future research or evaluation. While few respondents offered recommendations in this area, the areas listed were "*attorney retention*", "*law school loan forgiveness*", "*caseload management*", and "*meth effect on prosecutor caseload*".

**% FREQUENCY OF WORKING WITH AGENCIES**

**Figure SA.15**



'n=' denotes the total number of respondents for each item and was the denominator used to calculate the associated percentage.

## Comparison of Survey Periods

In 1996, the Illinois Criminal Justice Information Authority (ICJIA) initiated the first survey of criminal justice agencies in Illinois with six groups (police chiefs, state's attorneys, judges, jail administrators/sheriffs, public defenders and adult probation office directors). The areas examined in the 1996 survey were very similar to the areas included in the 2005 survey. Accordingly, there is an opportunity to compare findings across the two survey periods.

A total of 49 state's attorneys completed the 1996 survey, yielding a response rate of 48.0%. The 1996 state's attorneys survey examined similar areas including background information, workload, staffing, operations and procedures and research and evaluation. Selected results of the 1996 survey data are shown below. The comparable 2005 survey data is referenced in parentheses and underscored.

### Background

- Average operating budget reported in the 1996 survey was \$2.1 million (\$755,973).
- Mean number of full-time equivalent attorneys was 30.1 (26.3).
- 61.2% (83.7%) of the 1996 survey respondents reported having a victim/witness assistance program in their office.

### Workload

- The case types most frequently rated as major workload contributors in the 1996 survey were *domestic violence, juvenile cases and driving while intoxicated cases* (*driving while intoxicated, domestic violence and drug possession*).
- The case processing activities rated most often as major contributors to workload in 1996 were *victim and witness participation, court delays and delays in getting lab results* (*caseload, plea bargaining and jury trial*).
- The 1996 survey reported *court computer information systems, crime lab processing and court continuance policies* as the most common factors in need of major improvement for case timeliness (*crime lab processing, court case scheduling and court computer information systems*).
- In 1996, *more youth prevention programs* was most frequently rated by state's attorneys for reducing both illicit drug use and violence (*more youth prevention programs-reduce drug use and violence*).

## Operations and Procedures

- *Sex offender treatment programs, drug treatment programs and community service programs* were the most frequently rated diversion and sentencing alternatives in the 1996 survey (*mental health treatment, drug treatment programs and sex offender treatment*).
- Pretrial practices most commonly rated as needing major improvement in 1996 were *police preparation of crime reports, police training related to confessions and early information on defendant background* (*timeliness of DNA processing, drug processing and police training for testifying in court*).
- The 1996 survey identified *the calendaring system* as the courtroom operation/procedure most in need of major improvement (*trial continuance procedures*).
- In 1996, the information system for *prior criminal history of defendants* was most often identified as needing major improvement (*prior criminal history of defendant*).

SECTION

V

# Victim Service Providers - Results

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## Introduction

The Victim Service Provider agencies surveyed were agencies that focus on victims of sexual assault, domestic violence and child advocacy. The survey questionnaire for victim service providers collected information across five broad areas – Background, Workload, Staffing, Courtroom Operations & Procedures, and Research & Evaluation. The report highlights some of the more salient findings from this first survey of victim service providers. Results that may have some implications for policies and programs are identified. In addition to the selected findings reported here, we have compiled the results by county classification (i.e., Cook or Collar county, Other Urban county and Rural county). These findings are displayed in a graphic format in **Appendix A**.

## Background

Information was gathered on operating budgets, funding sources, number of FTE paid staff assigned to each office, and agency type to provide a general description of victim service provider agencies.

- Average annual operating budget for the current fiscal year was \$960,844 (SD=\$1,000,822, Median=\$497,500), ranging from \$187 to \$4 million.
- All of the respondents reported that their office was funded by donations (100%). 94% reported funding from State government, 81% from Federal government, and 81% from foundation grants. 52% reported that they received funding from County government, and only 31% received City government funding.
- The average number of full-time equivalent paid staff assigned to each office was 16.2 (SD=15.7, Median=9.5), ranging from 2 to 65 staff.
- Only two respondents chose to respond to the question regarding agency type. The agencies that responded were of multiple types but indicated that they were able to choose only one category. Many other victim service agencies may have been multiple type organizations.

## Workload

The first section of the victim service providers questionnaire focused on types of crime/incidents affecting workload, service needs, actions to reduce illicit drug use and violence, and perceptions regarding a number of situations or problems pertinent to probation (e.g., child abuse and neglect, domestic violence, etc.).

### Types of Crime/Incidents and Services

Information was gathered to better understand how various types of crime/incidents and services impact on an office's workload (i.e., use of personnel time and office resources). The victim service providers were asked to consider specific types of crimes/incidents (e.g., aggravated assault, auto theft, child sexual abuse, etc.), and service needs (e.g., criminal justice advocacy, medical advocacy, child care, etc.) and rate the extent that each contributed to overall workload (i.e., 'Not a Contributor', 'Moderate Contributor', 'Major Contributor'). Figure V.1 shows the results for specific types of crime/incidents that were rated as being a 'Major Contributor' to agency workload.

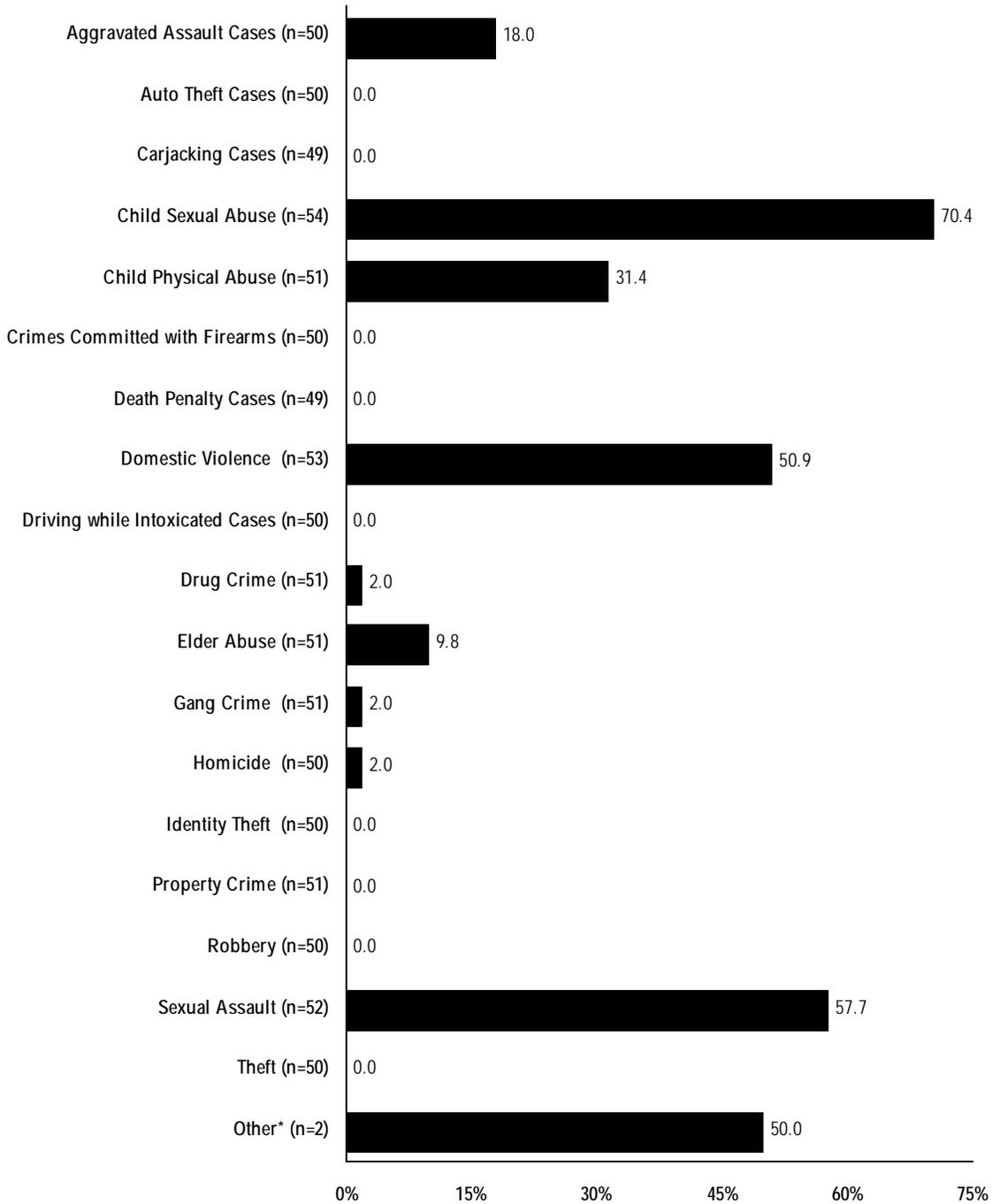
- The types of crime/incidents most frequently rated as major contributors were *child sexual abuse* (70.4%), *sexual assault* (57.7%) and *domestic violence* (50.9%).
- A number of types of crime/incidents were not rated as major workload contributors by any (0%) of the respondents – *auto theft, carjacking, crimes committed with firearms, death penalty cases, driving while intoxicated, identity theft, property crime, robbery and theft*.
- However, all but one respondent (98.3%) rated at least one type of crime/incident as being a major contributor to office workload, with the majority of respondents (85.9%) choosing between one and three crimes/incidents from the list of 18 options.

Figure V.2 shows the services that were rated as being a 'Major Contributor' to office workload.

- All respondents rated at least three of the 21 services as a major contributors and more than half (57.1%) rated ten or more as major workload contributors.
- The most frequently mentioned services that are major contributors to workload were *information and referrals* (89.1%), *criminal justice advocacy (i.e. court personnel)* (85.2%), *case management/coordination* (83.3%) and *personal advocacy* (80.0%).
- Least commonly rated as major contributors were the services involving *child care* (13.0%), *translation services* (16.0%), *financial assistance* (17.4%) and *assistance with compensation claims* (18.9%).

**% TYPES OF CRIME/INCIDENTS RATED AS 'MAJOR CONTRIBUTOR' TO WORKLOAD**

**Figure V.1**

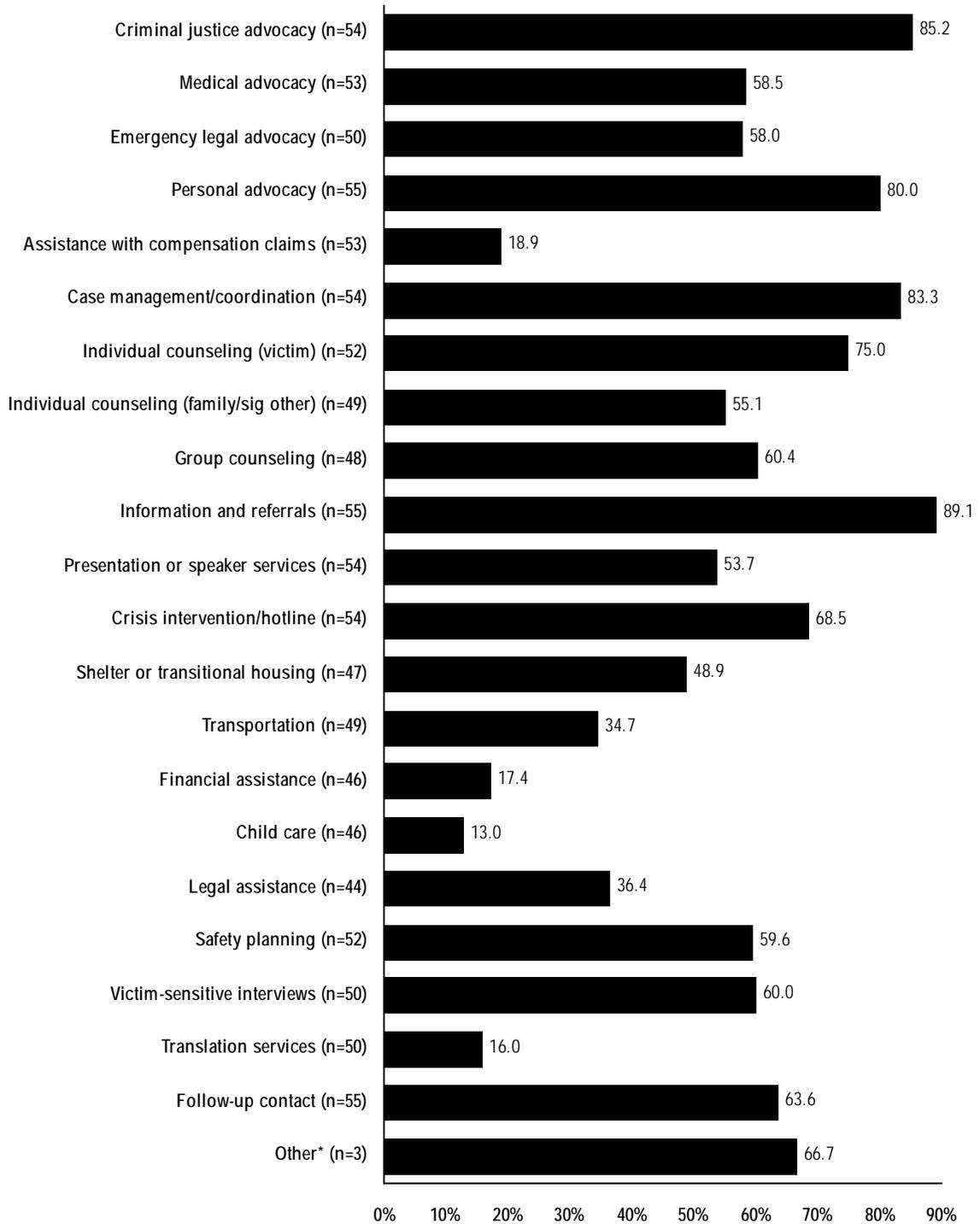


'n=' denotes the total number of respondents for each item and was the denominator used to calculate the associated percentage.

\* Other types of cases rated as major contributors were "treatment of homeless".

**% SERVICE NEEDS RATED AS 'MAJOR CONTRIBUTOR' TO OFFICE WORKLOAD**

**Figure V.2**



'n=' denotes the total number of respondents for each item and was the denominator used to calculate the associated percentage.

\* Other types of cases rated as major contributors were "child counseling" and "children's services".

Victim service providers were given the opportunity to comment in an open-ended way on the factors that increased demand for service from their agencies. The majority of comments identified transportation in rural areas and demands for specific services as factors that increase workload. *"Transportation in our rural area is our major problem. It is miles between homes and services – hospitals are sometimes fifty miles away."* Another described, ... *"Lack of transportation and the rural nature of our setting make it challenging for our clients to get to all their appointments without the aid of our services."* Comments regarding specific services centered on ever-increasing demands, ... *"We have seen an increased demand in request for emergency legal advocacy which at times has been difficult to meet since we serve three judicial circuits and five counties which are at a distance from one another."* A second victim service provider explained, ... *"There is always a demand to utilize domestic violence services. This demand is further increasing due to budget cuts, reduced funding, lay-offs, etc."*

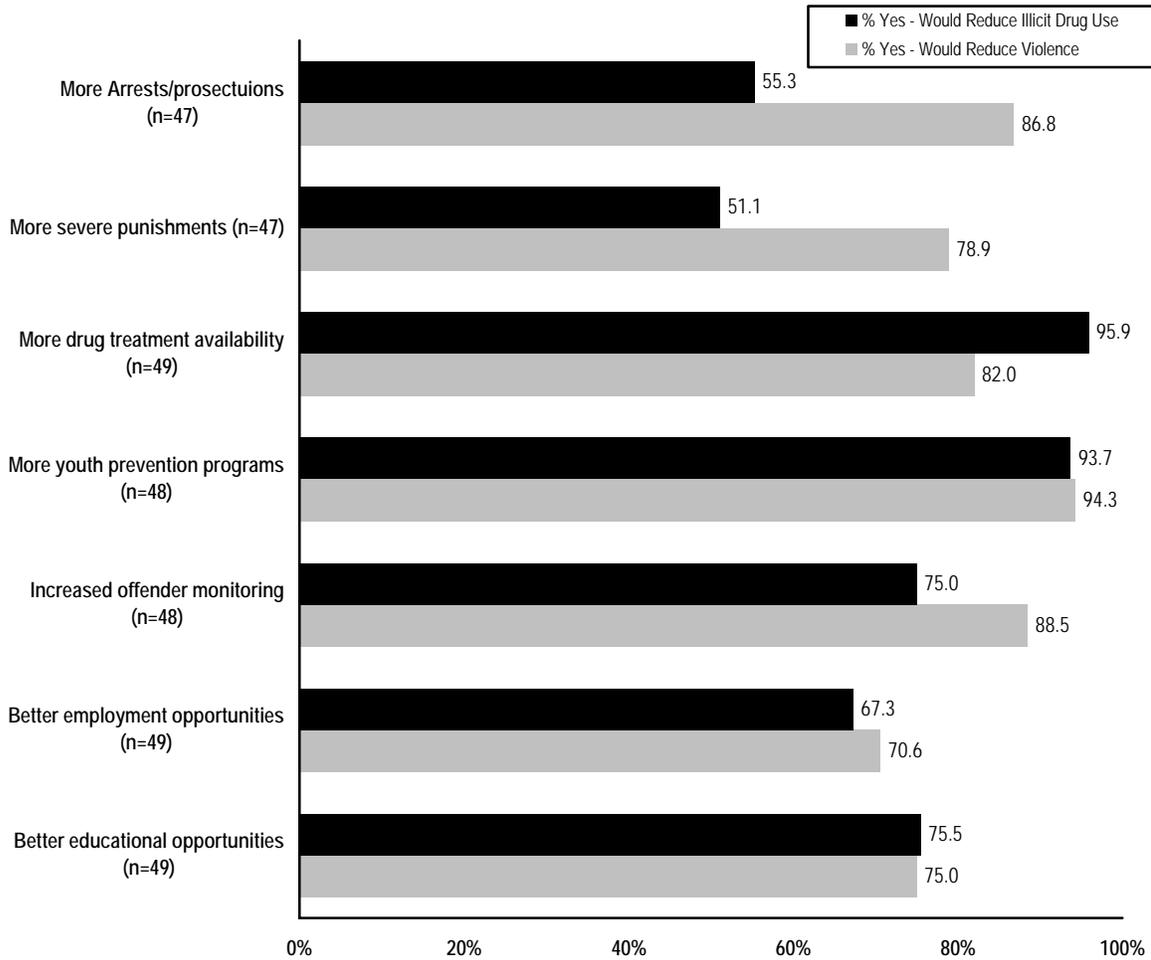
### Illicit Drug Use and Violence

The survey questionnaire focused on two special areas that may have an impact on the work on criminal justice agencies – illicit drug use and violence. Views were elicited on the impact of certain actions for reducing drug use or violence. **Figure V.3** shows the results.

- Nearly all respondents rated *more drug treatment availability* (95.9%) and *more youth prevention programs* (93.7%) as actions that would reduce illicit drug use.
- These were also most frequently rated as interventions that would reduce violence (*more youth prevention programs*-94.3%; *more drug treatment availability*-82.0%). *Increased offender monitoring* (88.5%) and *more arrests/prosecutions* (86.8%) were the other two ranked by more than 80% of respondents. All of the others in the list were also considered interventions with potential for reducing violence by at least 70% of respondents.
- *More arrests/prosecutions* (55.3%) and *more severe punishments* (51.1%) were the least frequently rated for reducing drug use.
- About one-in-five (22.0%) rated all seven actions as impacting on reduced drug use while more than one-in-three (35.8%) rated all seven as actions that would reduce violence.

**% ACTION WOULD REDUCE ILLICIT DRUG USE AND/OR VIOLENCE**

**Figure V.3**



'n=' denotes the total number of respondents for each item and was the denominator used to calculate the associated percentage.

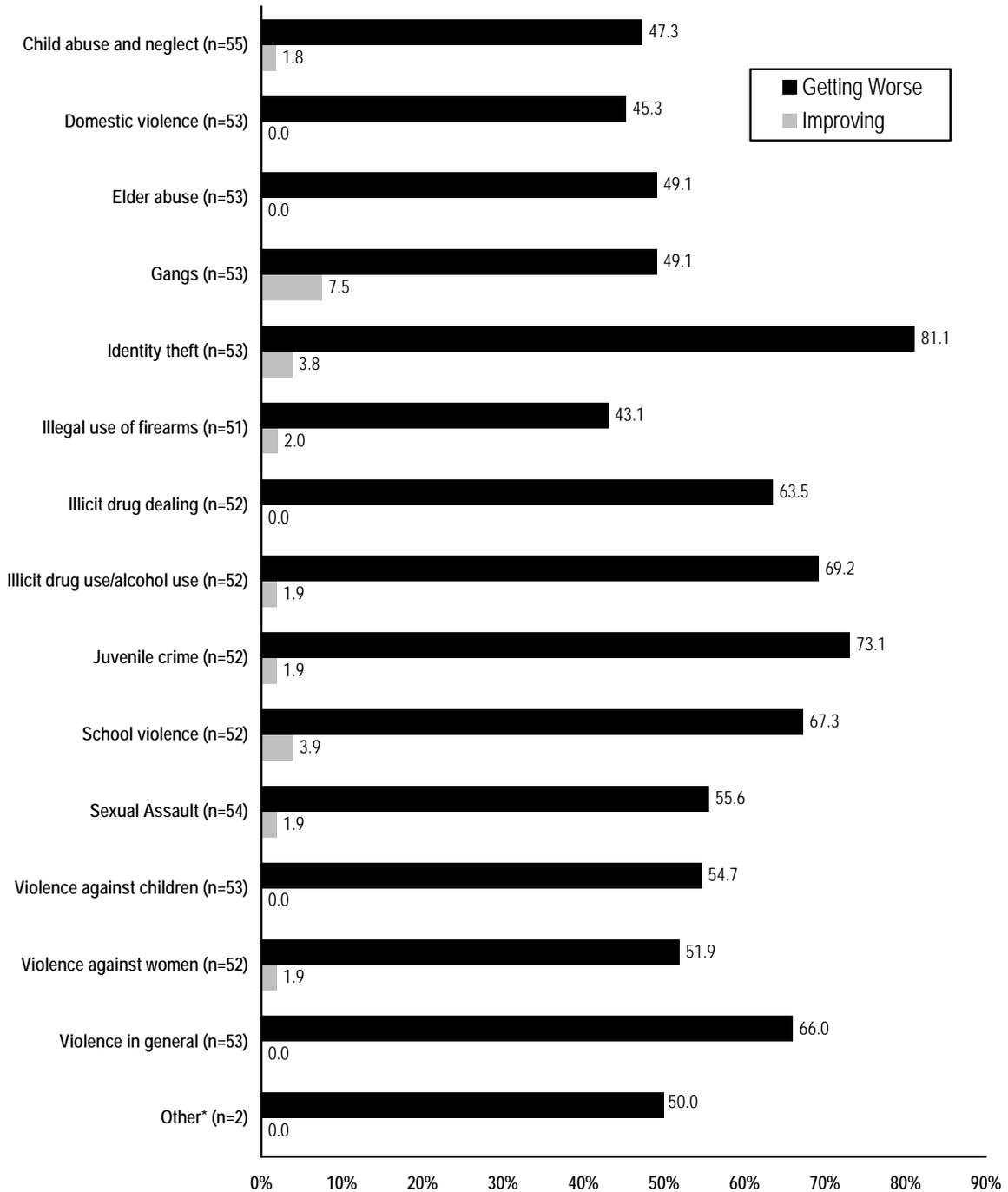
### Problems Affecting Victim Service Providers

As another measure of factors that may affect the work of victim service providers, respondents were asked to rate 13 problems in terms of whether they were 'Getting Worse', 'Staying the Same' or 'Improving'. **Figure V.4** shows the proportion of respondents that rated each problem as either getting worse or improving.

- *Identity theft* (81.1%), *juvenile crime* (73.1%) and *illicit drug use/alcohol use* (69.2%) were the three problems most commonly rated as getting worse.
- A minority of respondents rated the problems of *gangs* (7.5%), *school violence* (3.9%), and *identity theft* (3.8%) as improving.
- The majority (81.1%) rated five or more of the 13 problems listed as getting worse.

**% PROBLEMS ARE GETTING WORSE OR IMPROVING**

**Figure V.4**



'n=' denotes the total number of respondents for each item and was the denominator used to calculate the associated percentage.

\* The other problem rated as getting worse was "Road Rage".

## Staffing

The second section of the victim service provider's questionnaire assembled information on staffing, including the need to increase certain positions, factors related to personnel retention factors and staff training needs.

### Number of Staff

Survey respondents were asked to consider six different staff positions and indicate where increases were required or where positions needed to be developed within their agencies. **Figure V.5** shows those rated as 'Major Increase Needed' or 'Needs to be Developed'.

- *Number of volunteers* (45.8%) was the position most often identified as needing a major increase followed by *number of paid counselors* (32.7%), *number of paid outreach/public awareness workers* (32.0%), *number of paid therapists* (31.8%) and *number of paid advocates* (26.9%).
- *Number of paid therapists* (22.7%), *number of paid counselors* (20.4%), and *number of paid outreach/public awareness workers* (16.0%) were the most frequently identified positions that needed to be developed.
- Very few respondents rated *number of paid administrative personnel* as needing a major increase or development.
- Over one third (37.7%) reported that none of the positions needed a major increase in the number of staff while nearly two-thirds (64.1%) indicated that none of the listed positions needed to be developed within their agency.

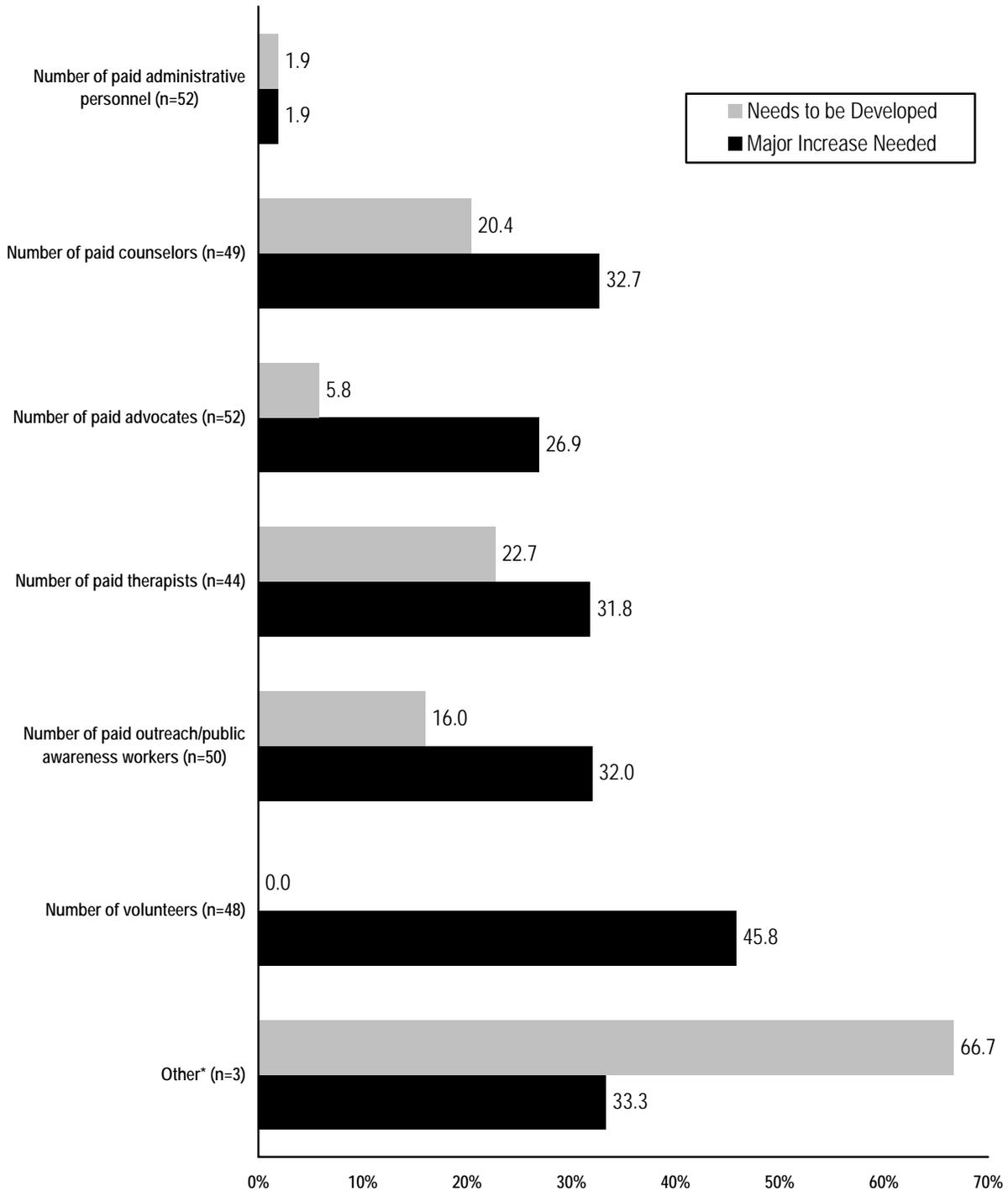
### Retention of Victim Service Personnel

Retention of victim service personnel was another topic examined in the questionnaire. Ten factors that may contribute to problems retaining staff were listed, and respondents were asked to rate the extent that each contributed to retention problems. **Figure V.6** shows the percentage identified as a 'Major Contributor'.

- *Salaries* (47.2%) and *budget reductions* (44.2%) were identified by more than 40% of respondents as major contributors to problems retaining staff.
- Roughly one-in-five rated *lack of promotional opportunities* (25.0%), *burnout* (21.1%) and *workload* (19.2%) as major contributors.
- Only a small minority of victim service providers rated *personal safety* and *lack of training* (both 1.9%) as major contributors to loss of staff.
- About one-fifth (20.7%) of respondents did not feel any of the factors were major contributors to problems retaining staff.

**% STAFF POSITIONS 'MAJOR INCREASE NEEDED' OR 'NEEDS TO BE DEVELOPED'**

**Figure V.5**

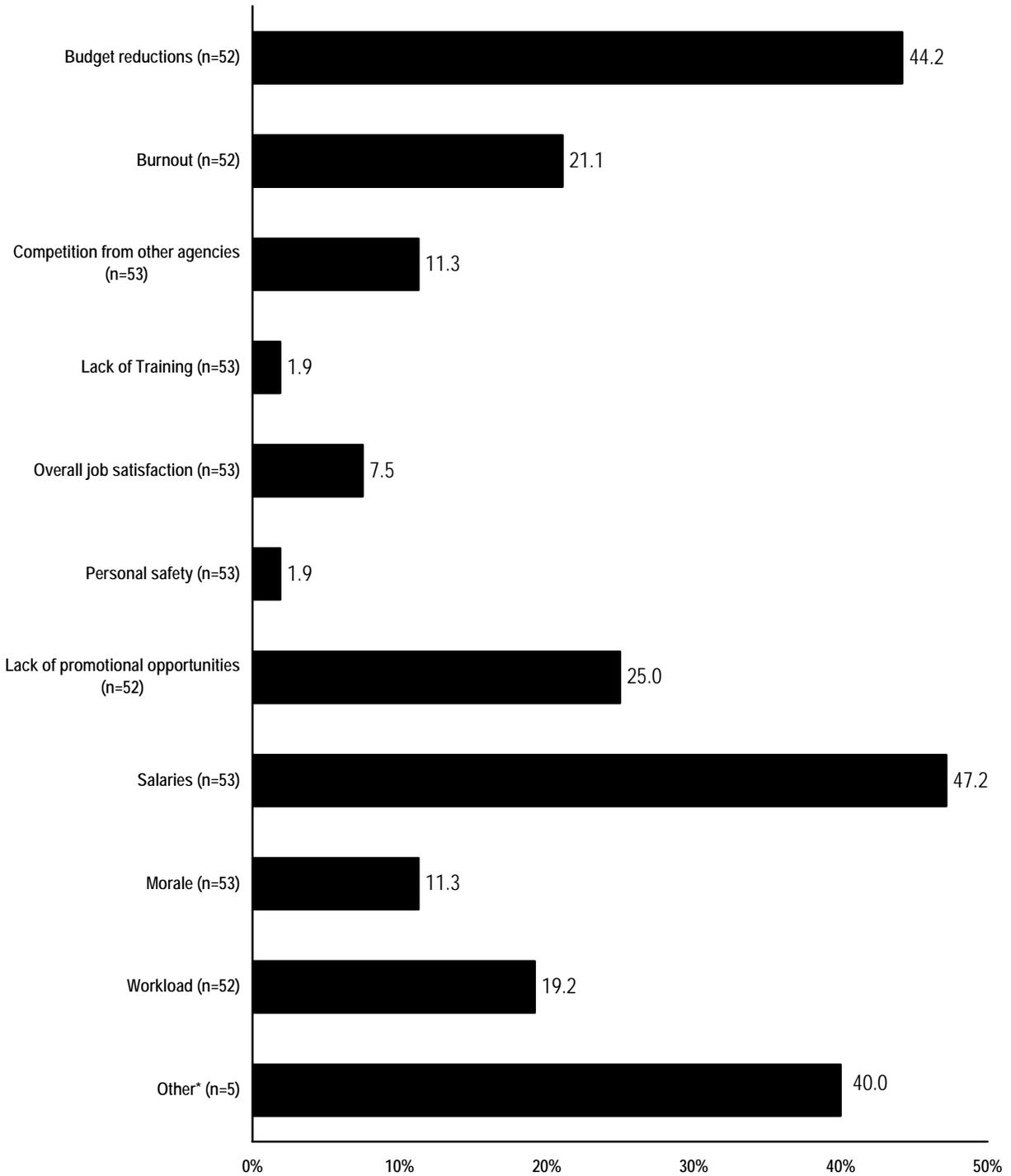


'n=' denotes the total number of respondents for each item and was the denominator used to calculate the associated percentage.

\* The 'Other' staff positions specified were "Children's Workers"; "Forensic Interviewer"; "Resource Development".

**% RETENTION FACTORS RATED AS 'MAJOR CONTRIBUTOR' TO PROBLEMS  
RETAINING STAFF**

**Figure V.6**



'n=' denotes the total number of respondents for each item and was the denominator used to calculate the associated percentage.

\* The 'Other' retention factor specified was "lack of benefits".

## Staff Training

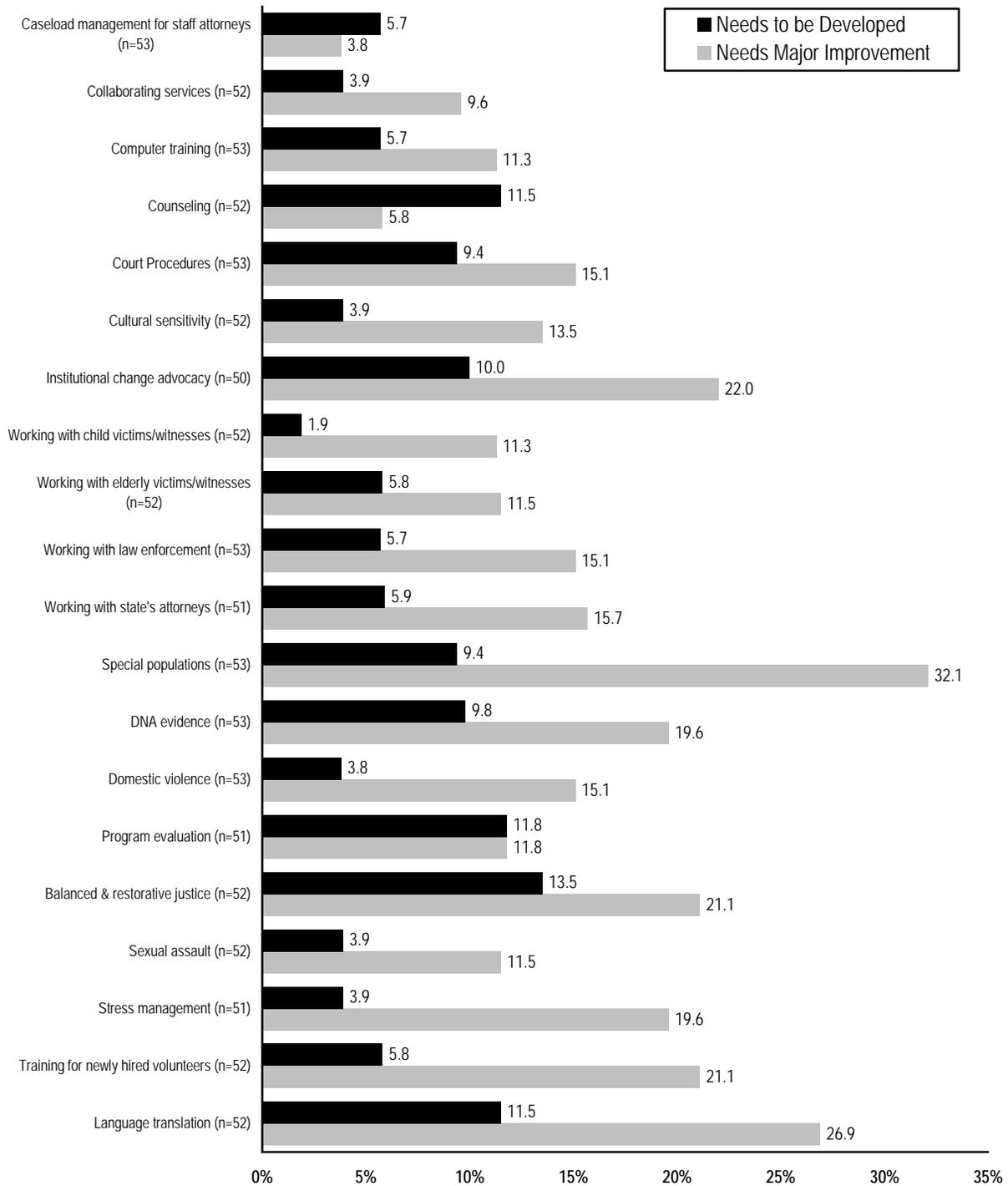
On-going training is an important aspect of the careers of victim service providers. Information was collected on 20 staff training areas and for each, respondents were asked to rate whether improvement was required or whether the area needed to be developed. **Figure V.7** shows those areas identified as 'Needs Major Improvement' or 'Needs to be Developed'.

- Generally, a relatively low percentage of the training areas were rated as needing major improvement. However, seven areas were rated this way by about 20% of respondents or greater – *special populations* (32.1%), *language translation* (26.9%), *institutional change advocacy* (22.0%), *balanced and restorative justice* (21.1%), *training for newly hired volunteers* (21.1%), *DNA evidence* (19.6%) and *stress management* (19.6%).
- More than one-quarter (26.4%) did not feel major improvement was necessary for any of the training areas, while 18.9% indicated only one area in need of major improvement.
- Roughly one-of-two (49.1%) felt none of the training areas needed to be developed and an additional 17.0% identified only one area for development.

While specific training was identified such as *working with special needs populations*, *interviewing skills* and *cultural competency*, many respondents were concerned with limited funding to access training. "*Training is limited to what the agency can do based on a lack of funding.*" A second respondent explained,... "*We would like to have more available training but budget restrictions limit those opportunities.*" Another simply exclaimed,... "*Funding is needed to have access to training!!*" Continuity and support after training was also identified as a priority,... "*Training on every topic listed above should be on-going. There is always room for improvement when working with victims.*"

**% TRAINING AREAS 'NEEDS MAJOR IMPROVEMENT' OR 'NEEDS TO BE DEVELOPED'**

**Figure V.7**



'n=' denotes the total number of respondents for each item and was the denominator used to calculate the associated percentage.

\* The 'Other' training area specified was "deaf interpreters".

## Courtroom Operations and Procedures

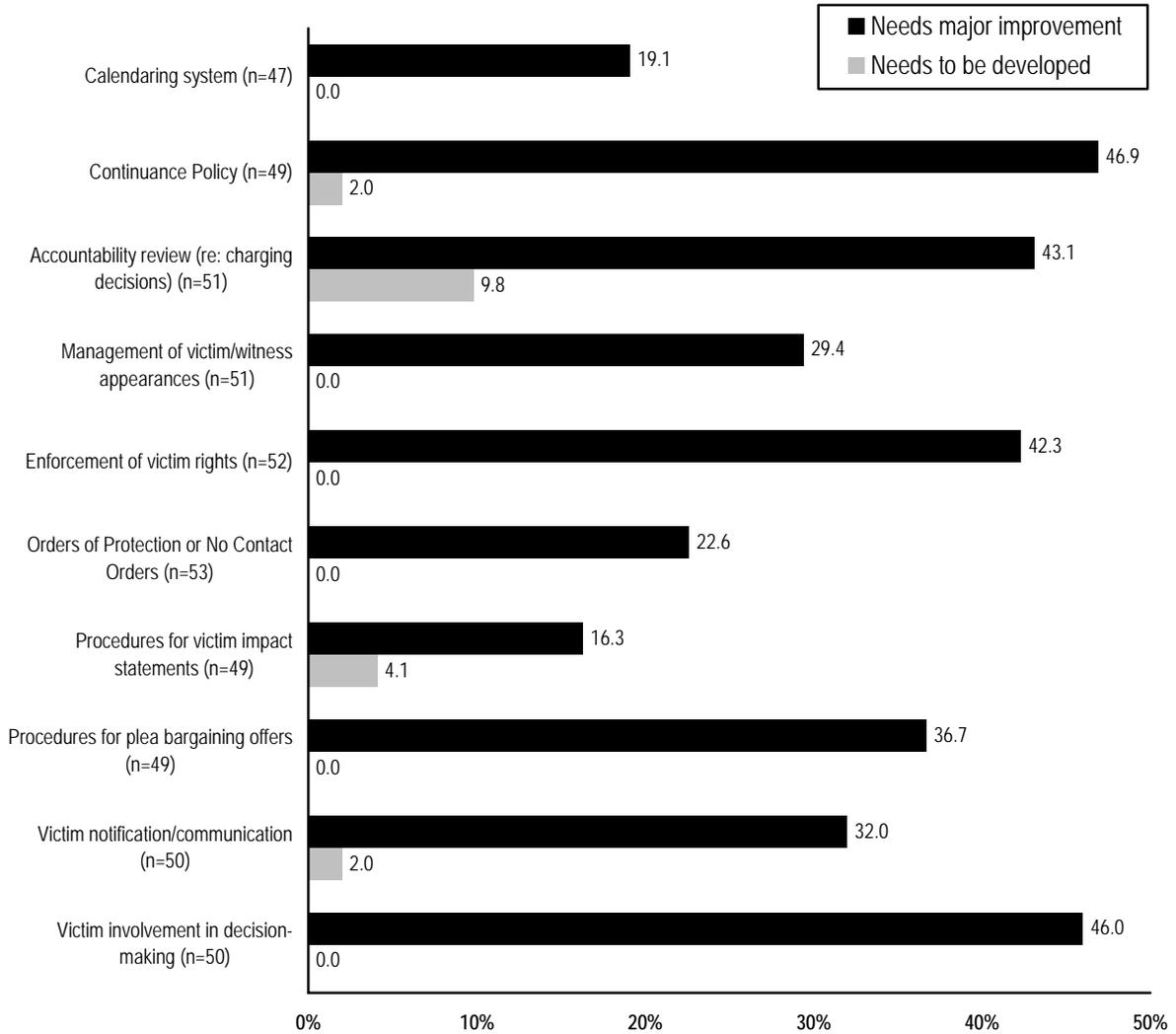
There are a number of courtroom procedures in place that relate to victim service providers. Respondents were asked to comment on a number of these and rate the level of improvement required or whether a particular procedure needed to be developed within their agency. **Figure V.8** shows those rated as 'Needs Major Improvement' or 'Needs to be Developed'.

- Many of the ten specific procedures were rated as needing major improvement – *continuance policy* (46.9%), *victim involvement in decision-making* (46.0%), *accountability review (re: charging decisions)* (43.1%), *enforcement of victim rights* (42.3%), *procedures for plea-bargaining offers* (36.7%) and *victim notification/communication* (32.0%).
- *Accountability review (re: charging decisions)* (9.8%) was most frequently rated as needing to be developed.
- About one-quarter (24.5%) felt that none of the procedures listed were in need of major improvement. However, slightly more than one-third (34%) identified five or more in need of major improvement.

Regarding courtroom procedures that were particular problems for victim service providers, open-ended responses centered on limited information sharing and minimal benefits for victims. "*Often there is a delay in communication from the state attorney's office which delays us in letting the victim know what is going on.*" Another provider described that the... "*slow process does not aid in the healing process for victims.*"

**% RATING COURTROOM PROCEDURES AS 'NEEDS MAJOR IMPROVEMENT' OR 'NEEDS TO BE DEVELOPED'**

**Figure V.8**



'n=' denotes the total number of respondents for each item and was the denominator used to calculate the associated percentage.

### Management Information Systems

Similar to the section on policies and procedures, respondents were asked whether particular automated information systems or system modules required improvement or needed to be developed for their agencies. **Figure V.9** shows those rated as 'Needs Major Improvement' or 'Needs to be Developed'.

- *ICJIA's InfoNet* and the *continuances* system were most often identified as needing major improvement (18.7% each) followed by *tracking of charges/dispositions* (15.2%) and *automated victim notification* (14.6%).
- About one-fifth (20.9%) of respondents reported *other client information systems* needed to be developed, and roughly 15% identified *attorneys assigned systems* (15.6%) and *continuances* (14.6%) as systems that needed to be developed.
- More than half (54.0%) felt that none of the systems listed required major improvement.

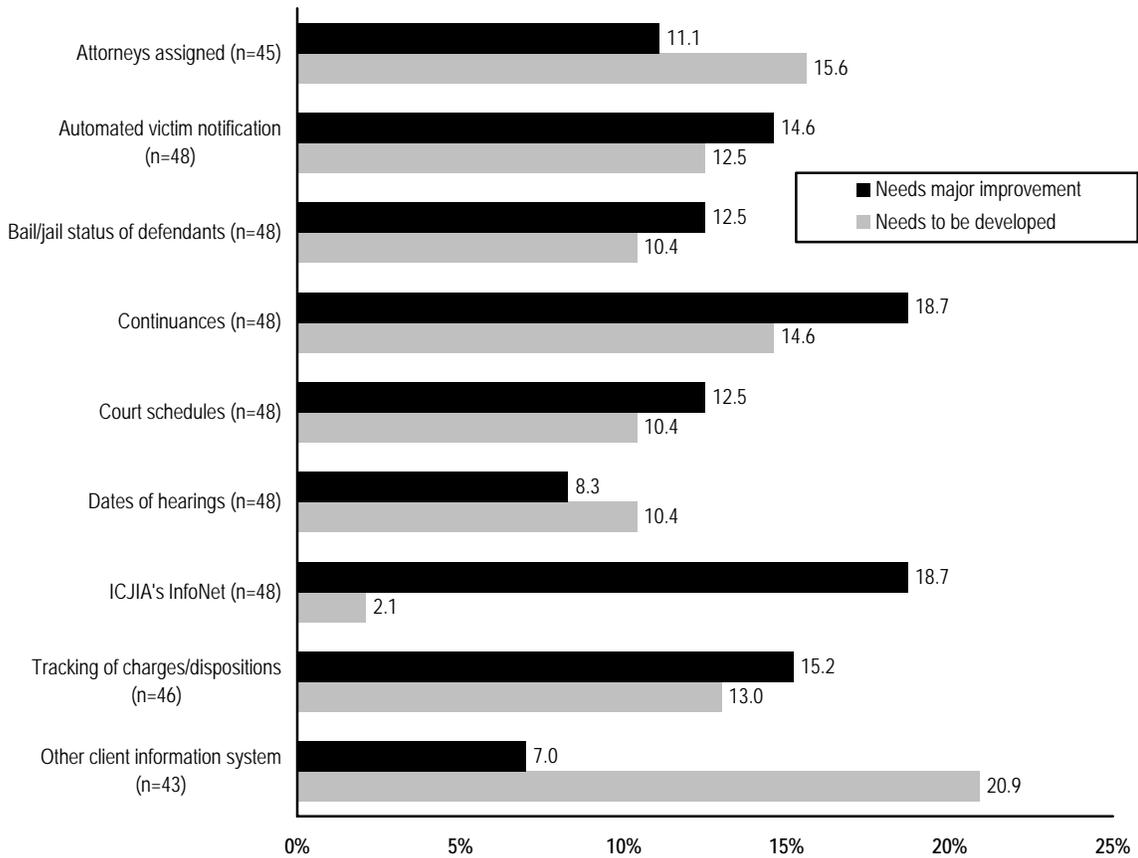
A few specific examples were provided such as "*be able to query a topic easier*" and "*the InfoNet needs to be reviewed to keep up with changes in the laws and procedures*" were offered as technology issues that could improve. Others gave broader comments concerning certain systems,... "*The Judici.com website is very helpful. Every county should be made to have that website.*" "*One county has their system accessible via the internet which makes it nice for the Advocate to be able to check the status of hearings. It would be great if the other counties we serve would have their systems accessible on the internet.*"

### Linkages with Other Criminal Justice Automated Information Systems

Less than one third (28.9%) of respondents reported that their system(s) was linked to other criminal justice automated information systems.

**% MANAGEMENT INFORMATION SYSTEMS OR SYSTEM MODULES RATED AS 'NEEDS MAJOR IMPROVEMENT' OR 'NEEDS TO BE DEVELOPED'**

**Figure V.9**



'n=' denotes the total number of respondents for each item and was the denominator used to calculate the associated percentage.

### Level of Work with Agencies

The final area of information that was collected on victim service providers operations and procedures concerned relationships with other organizations. Responses were grouped into categories of 'Very Often/Often' or 'Seldom/Never'. Figure V.10 shows the results.

- A low percentage of respondents indicated they worked regularly with federal agencies – *Immigration and Naturalization Service* (17.0%) and *U.S. Attorney's Office* (11.5%) were the only two federal agencies reported by more than 10% of respondents.
- There was a large range in working with state/multi-jurisdictional criminal justice agencies – the *Illinois Department of Children and Family Services* (90.6%), *Illinois*

*Criminal Justice Information Authority* (88.2%) and *Illinois Department of Human Services* (61.4%) were the three most frequently listed as agencies with regular working involvement.

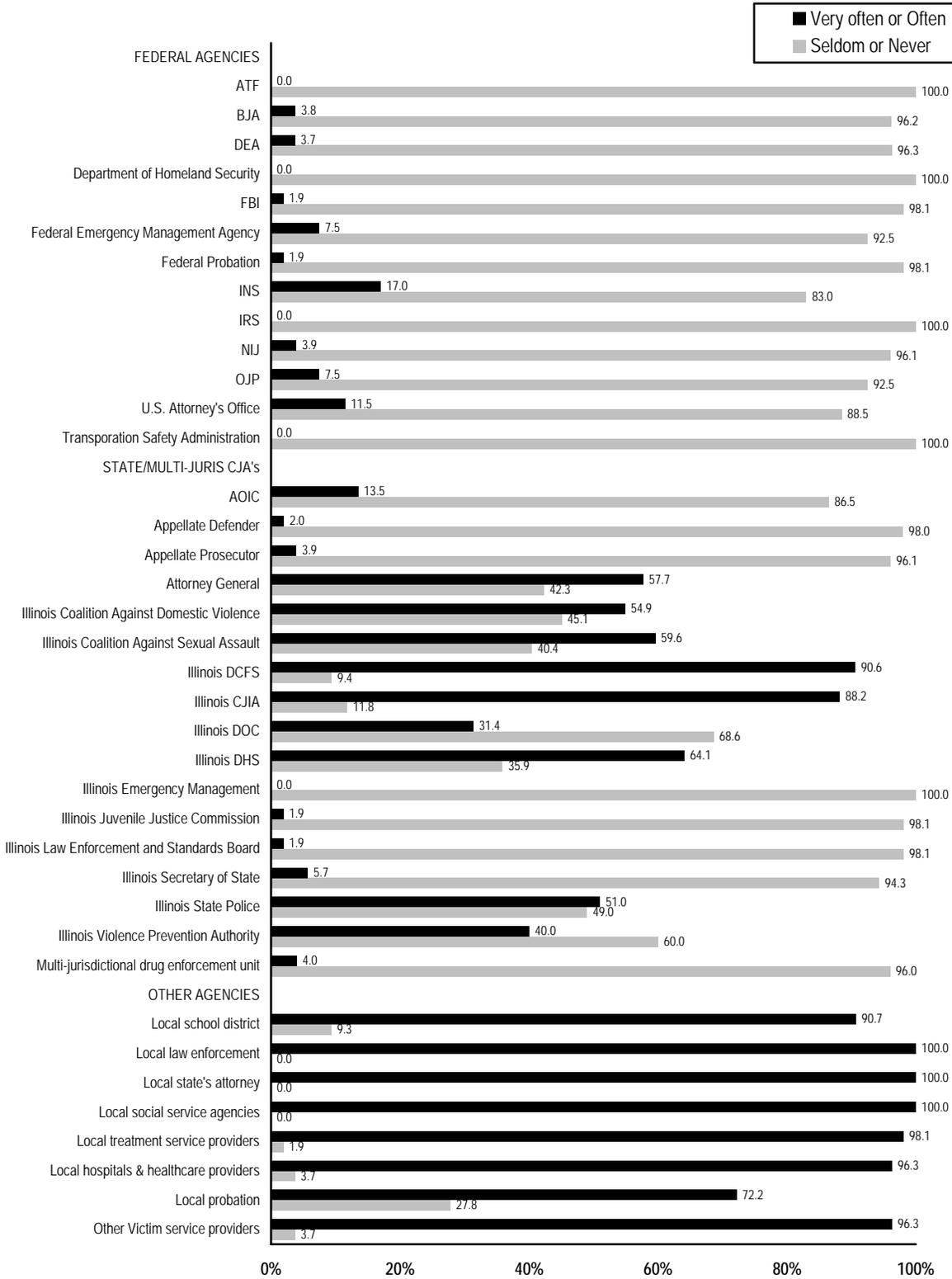
- The vast majority of respondents (between 90% and 100%) indicated they frequently worked with the local agencies listed in the survey. The exception to the pattern was *local probation*, which was still reported as a frequently as 72.2% of respondents.

## Research and Evaluation

The final section of the survey asked victim service providers to list topics or programs that they believe should be priorities for future research or evaluation. The areas listed were "*evaluation and comparison of court services*", "*cultural competency*", "*domestic violence and special populations*" and "*law enforcement/prosecution of domestic and sexual violence*".

**% FREQUENCY OF WORKING WITH AGENCIES**

**Figure V.10**



'n=' denotes the total number of respondents for each item and was the denominator used to calculate the associated percentage.