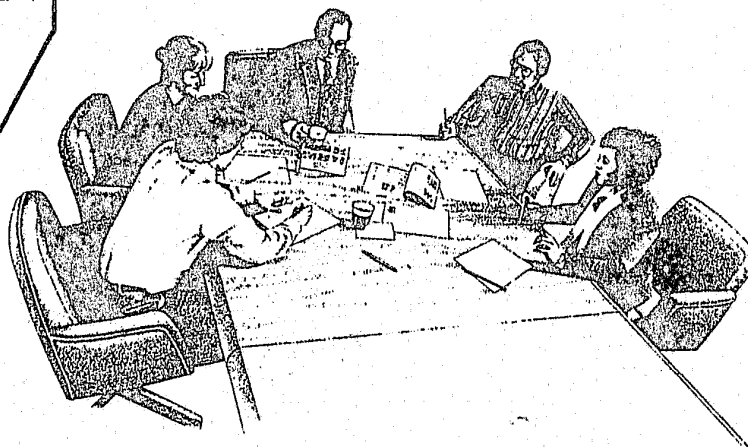
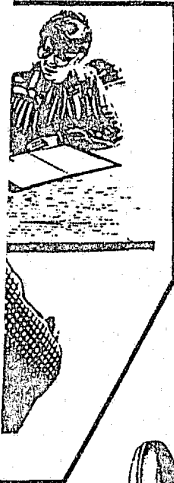
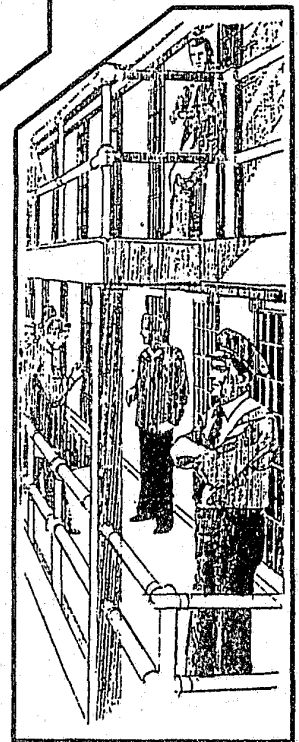
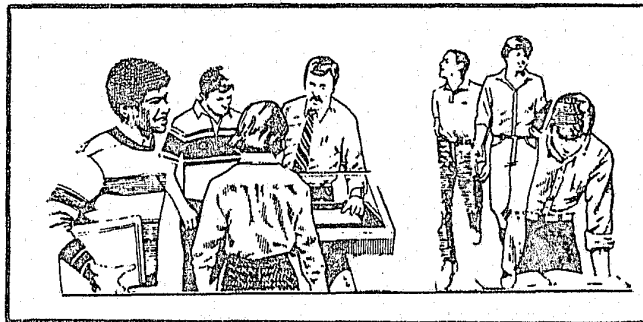
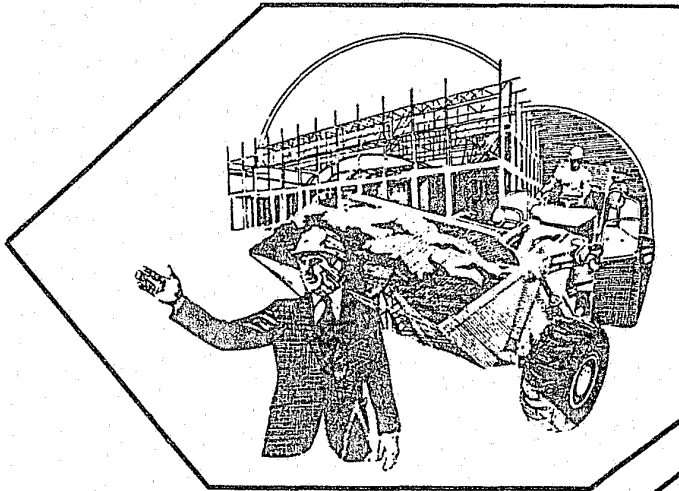


HUMAN SERVICES PLAN

FISCAL YEARS 1985-1987

VOLUME III



ILLINOIS DEPARTMENT OF CORRECTIONS

MICHAEL P. LANE ■ DIRECTOR

102854

Illinois
Human Services Plan
Volume (III) 3

Fiscal Years 1985-1987

Department of Corrections

Bureau of Administration & Planning

Planning & Budget Section

NCJRS

OCT 3 1986

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ILLINOIS
DEPARTMENT
OF
CORRECTIONS

MICHAEL P. LANE
Director

P.O. Box 4902 / 1301 Concordia Court / Springfield, Illinois 62708-4902 / Telephone (217) 522-2666

Honorable Members of the General Assembly
State House
Springfield, Illinois 62702

The fiscal year 1987 Human Services Plan presents a discussion of the major policy issues being addressed by the Department of Corrections. These issues are noted in the accompanying table of contents. The most crucial issue continues to be the management of maximum security institutions and the need to reduce the inmate population at these facilities.

As a service organization, the Illinois Department of Corrections is required to provide for the public safety through the incarceration of convicted and sentenced criminals. The law also requires that a broad spectrum of direct and support services be provided to these same inmates.

Over the past several years, the Department of Corrections has added capacity, hired and trained additional staff, and improved its management capabilities in order to meet the legal mandates.

The fiscal year 1987 plan reflects our conviction that by solving problems today we can prevent future ones.

Unfortunately, while the basic plan remains intact the recently enacted budget reductions will defer or cancel many of the specific improvements proposed for fiscal year 1987.

With this commitment and pursuant to statute, I submit the Department of Corrections Human Services Plan for fiscal year 1987.

Sincerely,

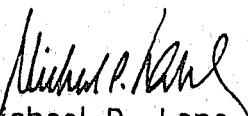

Michael P. Lane
Director

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Agencies Participating in Human Services Planning

- Volume 1 Department of Children and Family Services*
1 North Old State Capitol Plaza
Springfield, Illinois 62762
- Volume 2 Department Public Aid*
316 South Second Street
Springfield, Illinois 62762
- Volume 3 Department of Corrections*
1301 Concordia Court
Springfield, Illinois 62702
- Volume 4 Department of Rehabilitation Services*
623 East Adams
Springfield, Illinois 62705
- Volume 5 Department of Alcoholism and Substance Abuse
(Dangerous Drugs Commission*)
100 West Randolph
Suite 5-600
Chicago, Illinois 60601
- Volume 6 Department on Aging*
421 East Capitol
Springfield, Illinois 62706
- Volume 7 Department of Public Health*
535 West Jefferson
Springfield, Illinois 62761
- Volume 8 Department of Employment Security
910 South Michigan
14th Floor
Chicago, Illinois 60605
- Volume 9 Department of Commerce and Community Affairs
Division of Employment and Training Services
620 East Adams
Springfield, Illinois 62701

Illinois Department of Corrections-Human Services Plan

Agencies Participating in Human Services Planning (continued)

- | | |
|-----------|---|
| Volume 10 | Department of Human Rights
32 West Randolph Street
Chicago, Illinois 60602 |
| Volume 11 | Department of Veterans' Affairs
P.O. Box 5054
208 West Cook Street
Springfield, Illinois 62705 |
| Volume 12 | Formerly Commission on Delinquency Prevention
No longer available. Youth Services have
been consolidated in the Department of
Children and Family Services |
| Volume 13 | Division of Services for Crippled Children
University of Illinois
540 Iles Park Place
Springfield, Illinois 62718 |

Copies of individual plans may be obtained directly from each agency listed above.

*These agencies are mandated by Public Act 79-1035 to produce Human Services Plans.

Chapter 1

Introduction

INTRODUCTION

The issues faced by the Department of Corrections in fiscal year 1987 are not new to correctional employees. These quotes from employees over the past 130 years illustrate this situation.

Warden, Alton Penitentiary (1853)

The limits of the present prison are entirely too small to allow the economical working of the present number of convicts. If the present rate of increase continues, the next report will show near 700 convicts in prison, more than double the number there is room to work.

(Adult Correctional Center Capacity Survey Illinois Department of Corrections, 1986)

Joseph Vitek, Warden, Pontiac Correctional Center (1963)

Three inmates died during the past year. One death was suicide by hanging, the second was from natural causes, and the third was due to hemorrhage and skull fracture after being struck by another inmate...

(1963 Department of Public Safety Annual Report)

Gayle M. Franzen, Director, Department of Corrections (1979)

A state of emergency was declared at Stateville when it became increasingly apparent that it was fast becoming inmate-controlled and that drug activity was on the upswing...Pontiac Correctional Center was the site of last year's riot...; we are acutely aware that the situation remains critical.
(Fiscal Year 1979 Department of Corrections Annual Report)

Violent work environment, limited resources and population pressures are the constants that a correctional worker faces on a daily basis. Why would over 10,000 men and women accept these challenges?

Motivations to work in corrections are as varied as the Department's responsibilities. The Department of Corrections is a service organization mandated by law to provide for public safety through the incarceration of convicted and sentenced criminals. The law also requires that each inmate receives a minimum of 28 services (Table 1-1) and that support services are provided (Table 1-2). All of these mandates are met by hiring qualified staff and providing them with sufficient training. In any given period at the Training Academy, classes are offered in tactical maneuvers, suicide prevention, firearm use, effective management and treatment programs. Corrections is not cell doors, population projections, barbed wire or new prisons. It is dedicated people working hard at difficult jobs to meet the demands of the people of Illinois.

Illinois Department of Corrections-Human Services Plan
Chapter 1

The costs are high to accomplish all the mandates of the people, courts and professional standards. The Department of Corrections' budget request for fiscal year 1987 is \$427,357,700. After adding funds for the School District and Capital Bond funds, the total state funds requested for Corrections are \$505 million. It is a rather expensive public service. Yet, the taxpayer continues to demand the same amount or more of this service. A national opinion survey (Sourcebook of Criminal Justice Statistics -1984) reports of all people surveyed that:

- 94% thought it was a good idea to require a prisoner to learn a trade in prison.
- 89% would require every prisoner to read and write before being released from prison.
- 80% would refuse parole to any prisoner who has been paroled before for a serious crime.
- 57% stated they believed their state needed more prisons.
- 49% reported they would be willing to pay more taxes to build prisons.

The State of Illinois has responded to these demands. Adult prison capacity increased by 5,738 beds in just three years (fiscal year 1984 through fiscal year 1986). Six new prisons have opened with three more to be announced. Appropriations for the Department of Corrections have increased by \$126.8 million and employees by 2,600 during this time. Yet, the same problems that existed 100 years ago are still being addressed today: increased population; limited capacity; violence in the prisons; and the need for better services. Why?

The conditions that a correctional officer faces every day are the result of decisions made by citizens, legislators, governors, states attorneys, judges and correctional administrators not just today, but years ago. Corrections is at the receiving end of the criminal justice process and the appropriation process. With little influence over the factors that affect the Department of Corrections now and in the future, today's issues must be identified and acted upon.

Discussed in this report are the major policy issues facing the Department of Corrections in fiscal year 1987. These issues are not new - population and capacity, needs and services, and necessary support. Experience shows that, all too often, tomorrow will look like today. The goal is to solve today's issues in order to prevent tomorrow's crisis.

Illinois Department of Corrections-Human Services Plan
Chapter 1

TABLE 1-1
Minimum Services & Commodities Required by
Unified Code of Corrections

- Maintenance of inmates' master record files.
- Educational programs so that all persons have the opportunity to attain the equivalent of a 12th grade education and higher levels when possible.
- Toilet facilities.
- Barber facilities.
- Facilities to bathe at least one time per week.
- A law library.
- A general library.
- Access to a radio or television.
- One hour per day out-of-cell time absent security limitations.
- Wholesome and nutritional diets at regularly scheduled hours.
- Drinking water.
- Clothing adequate for the season.
- Bedding.
- Soap and towels.
- Medical and dental care.
- Mail privileges, including postage for three first class letters per week per inmate.
- Visiting privileges.
- Access to counsel.
- Access to religious services and/or chaplains.
- Regular cleaning and maintenance of buildings.
- Ventilation of air and heat consistent with climate.
- Rules for the protection of inmate property.
- Rules regarding the enforcement of discipline.
- A comprehensive energy conservation program at each facility.
- A social evaluation of each inmate's medical, psychological, educational and vocational history and placement consistent with the evaluation as is practicable.
- A grievance procedure.
- Employment and vocational training insofar as is possible.
- Establishment of work and day release programs to leave the facility for various purposes.

Illinois Department of Corrections-Human Services Plan
Chapter 1

TABLE 1-2

Minimum Support Services Required
by Unified Code of Corrections

- Operate programs of research, statistics and planning.
- Investigate inmate grievances and employee misconduct.
- Operate training programs.
- Develop and enforce standards for better correctional services in the State.
- Administer all monies and properties of the Department.
- Make all rules and regulations governing the Department.
- Appoint and remove chief administrative officers.
- Report annually to the Governor and quarterly to the legislature.
- Prepare fiscal and population impact notes on all criminal code amendments.

Chapter 1

Appendix

** DOC Organization Chart*

** Statutory Authority*

** Mission & Goals*

** Data Tables*

Illinois Department of Corrections-Human Services Plan
Chapter 1

DEPARTMENT OF CORRECTIONS

Statutory Authority

The Unified Code of Corrections (Chapter 38) and the Juvenile Court Act (Chapter 37) are the major statutes which define the Department-mandated responsibility and authority. Legislation each year may be passed which revises the Unified Code of Corrections and the Juvenile Court Act. Other legislation, such as the Criminal Code, has a significant impact on the Department.

The Department, under the Unified Code of Corrections (Illinois Revised Statutes, Chapter 38, Paragraph 1003-2-2), is mandated the authority and responsibility to:

- Accept persons committed to it by the courts of this State for care, custody, treatment and rehabilitation.
- Develop and maintain reception and evaluation units for purposes of analyzing the custody and rehabilitation needs of persons committed to it and assign such persons to institutions and programs under its control or transfer them to other appropriate agencies.
- Maintain and administer all State correctional institutions and facilities under its control and establish new ones as needed. The Department designates those institutions which constitute the State Penitentiary System.
- Develop and maintain programs of control, rehabilitation and employment of committed persons within its institutions.
- Establish a system of release, supervision and guidance of committed persons in the community.
- Maintain records of persons committed to it and establish programs of research, statistics and planning.
- Investigate the grievances of any person committed to the Department and inquire into any alleged misconduct by employees; and for this purpose it may issue subpoenas and compel the attendance of witnesses and the production of writings and papers, and may examine under oath any witnesses who may appear before it.
- Appoint and remove the chief administrative officers, and administer programs of training and development of personnel of the Department. Personnel assigned by the Department are responsible for the custody and control of committed persons.
- Cooperate with other departments and agencies and with local communities for the development of standards and programs for better correctional services in this State.

Illinois Department of Corrections-Human Services Plan
Chapter 1

- Administer all monies and properties of the Department.
- Report annually to the Governor on the committed persons, institutions and programs of the Department.
- Report quarterly to the Legislature on population, capacity and programs.
- Make all rules and regulations and exercise all powers and duties vested by law in the Department.
- Do all other acts necessary to carry out the provisions of the statutes.

Mission Statement and Goals

The Department must balance the goal of public safety with the goal of providing basic humane social services to offenders. The Department's mission reflects this balance.

MISSION: TO PROTECT THE PUBLIC FROM CRIMINAL OFFENDERS THROUGH INCARCERATION, SUPERVISION, PROGRAMS, AND SERVICES DESIGNED TO RETURN APPROPRIATE OFFENDERS TO THE COMMUNITY WITH SKILLS AND ATTITUDES THAT WILL HELP THEM BECOME USEFUL AND PRODUCTIVE CITIZENS.

This mission is accomplished by meeting a more specific set of goals:

- a. Establish the necessary types of physical security and levels of supervision to safely secure the individuals committed to the Illinois Department of Corrections.
- b. Remain in compliance with all pertinent laws, rules and regulations.
- c. Provide opportunities to develop skills which will contribute to a lifestyle of lawful behavior.
- d. Provide humane treatment of offenders by meeting basic needs such as food, clothing, adequate shelter, and medical or therapeutic care in addition to providing programs for recreation and personal growth.

The Planning Process

The IDOC planning process is intended to serve, at a minimum, these four efforts:

- a. Documenting departmental and divisional priorities and course of action for the fiscal year.
- b. Preparing data to support other Departmental planning activity and decision-making

Illinois Department of Corrections-Human Services Plan
Chapter 1

- c. Formulating critical issues of the Department to be reported to the Legislature.
- d. Establishing an on-going procedure by which the Department develops and monitors its programs and budget.

The activities which guide this planning effort by the Department of Corrections begin in early fall with a review of the current situation, and the identification of key issues. Also, an initial assessment of program and fiscal requirements is done. This information is presented to the Bureau of the Budget in the Budget Preview during October.

By November, each facility is required to present detailed information to be used in determining the Department's budget request. This information is received and meetings are held to discuss these requests in reference to the Department's priorities. This activity results in a proposed funding level submitted to the Bureau of the Budget in December.

January through March involves finalizing the budget request as well as the implementation approach for the budget. Also during this time, the necessary data for the Human Services Plan are collected. The publication of the Plan begins endeavors to identify future evaluations and research requirements including the evaluation of the effectiveness of new programs to be implemented in the coming fiscal year. These research and evaluation findings then contribute to the issue analysis for the next year. Table 1-1 details key activities and dates of the planning process.

Illinois Department of Corrections-Human Services Plan
Chapter 1

Table 1-3

Planning and Budget Process
for Fiscal Year 1987

<u>Activity</u>	<u>Date to be Completed</u>
1. Evaluate 1986 new initiatives	July 1986
2. Write Reviews describing the evaluation of 1986 new initiatives	July 1986
3. Convey fiscal year 1987 appropriations to executive staff, Wardens, Superintendents and other program heads	July 1986
4. Gather and Analyze Data for the 1988 Budget Preview	October 1986
5. Collect additional budget data from facility and program heads	November 1986
6. Evaluate Alternative Funding Levels with the Bureau of the Budget and the Governor's Office	December 1986
7. Prepare materials for fiscal year 1988 <u>Illinois State Budget</u>	February 1987
8. Review 1988 Budget Requests with Chief Administrative Officers	March 1987
9. Present Fiscal Year 1988 Budget Request	March 1987
10. Prepare Human Services Plan for Fiscal Year 1988	April 1987
11. Collect Data to Evaluate New Initiatives in Fiscal Year 1987	June 1987

Table 1-4

Accreditation Status - Adult & Juvenile
March 1986

Facility	Accredited	Re-Accredited	Re-Accreditation Due
Adult Institutions:			
Centralia.....	JAN 1983	JAN 1986	JAN 1989
Danville			
Dixon.....	JAN 1986		JAN 1989
Dwight.....	JAN 1981	MAY 1984	MAY 1987
East Moline.....	APR 1983	(MAY 1986)	(MAY 1989)
Graham.....	JAN 1983	JAN 1986	JAN 1989
Jacksonville.....	JAN 1986		JAN 1989
Joliet.....	AUG 1982	AUG 1985	AUG 1988
Lincoln.....	JAN 1986		JAN 1989
Logan.....	MAY 1980	AUG 1983	AUG 1986
Menard.....	MAY 1980	AUG 1983	AUG 1986
Menard Psych.....	FEB 1980	AUG 1983	AUG 1986
Pontiac.....	(MAY 1986)		(MAY 1989)
Shawnee			
Sheridan.....	JAN 1981	JAN 1985	JAN 1988
Stateville.....	JAN 1985		JAN 1988
Vandalia.....	APR 1980	NOV 1983	NOV 1986
Vienna.....	MAY 1979	MAY 1982 JUN 1985	JUN 1988
Community Correctional Centers:			
Decatur.....	JAN 1982	JAN 1985	JAN 1988
Fox Valley.....	AUG 1982	AUG 1985	AUG 1988
Joliet.....	JAN 1982	JAN 1985	JAN 1988
Jessie "Ma" Houston.....	JAN 1982	JAN 1985	JAN 1988
Metro.....	MAR 1981	MAY 1984	MAY 1987
Peoria			
Southern Illinois.....	MAR 1981	MAY 1984	MAY 1987
Urbana.....	MAR 1981	MAY 1984	MAY 1987
Winnebago.....	MAR 1981	MAY 1984	MAY 1987
Community Supervision:			
Area I & II.....	AUG 1984		AUG 1987
Juvenile Institutions:			
Harrisburg.....	AUG 1985		AUG 1988
Joliet.....	APR 1983		APR 1986
Kankakee.....	AUG 1983		AUG 1986
Pere Marquette.....	AUG 1983		AUG 1986
St. Charles.....	JAN 1982	JAN 1985	JAN 1988
Valley View.....	JAN 1983	JAN 1986	JAN 1989
Warrenville.....	AUG 1982	AUG 1985	AUG 1988
Juvenile Field Services.....	OCT 1981	NOV 1984	NOV 1987

River Bend CCC.....	JAN 1982		
IYC-Dixon Springs.....	AUG 1983		
IYC-Hanna City.....	APR 1983		
East St Louis	(ON HOLD)	JAN 1982	

East Moline and Pontiac CC's will appear before the Commission on May 9, 1986.

Illinois Department of Corrections-Human Services Plan
Chapter 1

Table 1-5

Reimbursement Summary

(\$ thousands)

A portion of state expenditures are eligible for federal reimbursements under Title XX of the Social Security Act. The following represent actual, estimated, and projected expenditures for services eligible for federal financial participation. Services and expenditures eligible for federal reimbursement include adult and juvenile parole, juvenile program services, foster and group homes and work release.

<u>FY 85</u> <u>Actual</u>	<u>FY 86</u> <u>Estimated</u>	<u>FY 87</u> <u>Projected</u>
\$23,055.3	\$23,711.2	\$22,852.9

Private, non-profit organizations that service parolees, work release residents, and court referrals in counseling, job training, and job placement receive 75 percent federal reimbursement of operating costs with 25 percent being provided by the local initiative. The following represents actual, estimated, and projected expenditures eligible for federal financial participation.

<u>FY 85</u> <u>Actual</u>		<u>FY 86</u> <u>Estimated</u>		<u>FY 87</u> <u>Projected</u>	
<u>Certified</u>	<u>Donated</u>	<u>Certified</u>	<u>Donated</u>	<u>Certified</u>	<u>Donated</u>
\$784.4	\$2,007.5	\$816.6	\$2,117.6	\$854.3	\$2,223.8

Each year the Department of Public Aid notifies the Department of Corrections of the amount of Title XX Donated Funds Initiatives monies which can be jointly awarded for services to ex-offenders. Annually, the Department of Corrections accepts applications for these monies and together with the Department of Public Aid awards grants through "three-party" contracts.

Illinois Department of Corrections-Human Services Plan
Chapter 1

Table 1-6

Recipient Data Summary

	<u>FY 85 Actual</u>	<u>FY 86 (est.)</u>	<u>FY 87 (proj.)</u>
<u>Adult Institutions & Centers</u>			
Average Daily Population	16,695	18,567	19,966
Correctional Industries: Inmates Employed (EOY)	932	1,000	1,150
Inmates Served in Community Correctional Centers	2,391	2,322	1,566
<u>Community Supervision</u>			
Releasees receiving Community Supervision Services	16,542	17,546	18,368
Average Monthly Caseload	8,942	9,536	10,024
<u>Juvenile Institutions & Services</u>			
Average Daily Population: Institutions	1,165	1,174	1,174
Average Daily Population: Parole	963	1,004	1,037
<u>Administration</u>			
School District 428:			
Number enrolled- All programs	21,207	24,008	27,700
Number completing GED	1,676	1,570	1,728

Illinois Department of Corrections-Human Services Plan
Chapter 1

Table 1-7

Source of Funds Summary

(\$ thousands)

	FY 85 Obligation Authority Actual	FY 86 Obligation Authority Actual	FY 87 Obligation Authority
<u>Federal Grants</u>			
DCFS Programs	70.1	0.0	0.0
Illinois State Board of Education	4,021.5	4,892.3	4,592.9
Eastern Illinois University	21.5	0.0	0.0
National Institute of Corrections	34.0	0.0	0.0
Illinois Arts Council	0.0	6.5	0.0
Department of Public Aid	165.0	0.0	0.0
Governor's Planning Council on Developmental Disabilities	50.0	31.8	0.0
Southern Illinois Arts	0.5	0.3	0.0
Cook County States Attorney	0.0	55.0	0.0
sub-total	4,362.6	4,985.9	4,592.9
<u>State Funds</u>			
General Revenue	352,369.4	378,683.1	407,816.0
Working Capital Revolving Fund	13,751.0	18,236.8	19,541.7
sub-total	366,120.4	396,919.9	427,357.7
Grand Total	370,483.0	401,905.8	431,950.6

Illinois Department of Corrections-Human Services Plan
Chapter 1

Table 1-8

Comparison
Fiscal Year 1986 Appropriations
and
Fiscal Year 1987 Request

	FY 86 Appropriations (\$ thousands)	FY 87 Request (\$ thousands)	Percent Change
New General Revenue Appropriations	367,555.2	407,816.0	10.9%
General Revenue Reappropriations	11,127.8	0	100%
Working Capital Revolving Fund	18,236.8	19,541.7	7.2%
TOTAL	396,919.8	427,357.7	7.7%

TABLE 1-9

Total State Resources
for Corrections
Fiscal Year 1987

	FY 87 Request (\$ thousands)
General Revenue Appropriations	407,816.0
Working Capital Revolving Fund	19,541.7
Correctional Special Purpose Trust Fund	14.0
Correctional School District Education Fund	4,578.9
New Capital Development Board Appropriations	16,713.0
Capital Development Board Reappropriations	56,200.0
TOTAL	504,863.6

Chapter 2

Adult

Institutions

&

Centers

MAINTAINING CONTROL OVER THE FOUR
ADULT MAXIMUM SECURITY INSTITUTIONS

Issue Definition

Over 7,000 of the most violent criminals in the state are supervised by 1,950 correctional officers in an area covering 159 enclosed acres. This is not the total state correctional system, just the four adult, male, maximum security institutions - Joliet, Menard, Pontiac and Stateville Correctional Centers. The wardens of these institutions face situations just as dramatic as the numbers.

- How do you prevent over 900 idle inmates from causing trouble?
- How do you monitor, let alone control, all the activities of over 2,000 inmates within sixty acres of buildings and grounds?
- How do you instill a sense of dignity in an individual who has to share 60 square feet with another man for years?
- How do you maintain the dedication and motivation of staff working in a hostile environment?

These problems are the issues that maximum security wardens must handle daily.

Background

There are currently over 19,000 inmates in Illinois' prisons. In less than twelve years, the population has increased by 12,600 or 200%. Rated capacity has just kept pace increasing by 12,468 beds. Double-celling accounted for 29% of this increased capacity.

In the mid-seventies, decisions were made to provide housing space by simply adding capacity through double and even triple-celling. Litigation and the Pontiac prison riot in 1978 halted this practice and led to the addition of space for housing inmates.

Today, 71% of the inmates at Menard are double-celled, 79% at Joliet, 34% at Pontiac and 11% at Stateville. Although capacity has increased by 5,738 beds between fiscal year 1983 and 1986, rated capacity has remained constant at these institutions. Each new bed was taken by a new inmate. The short term solution implemented ten years ago for a long term prison population problem is now today's major issue.

Changing population characteristics have complicated the issue. The number of Murder, Class X or Class 1 inmates increased by 5,700 between 1980 and 1985, while the population only increased 5,600. Today Illinois prisons hold more than 12,000 inmates convicted of Murder, Class X or Class 1 offenses. Most of these serious offenders are housed in the maximum security institutions.

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Table 2-1

Serious Offenders By Institutional Security Level FY 82 - FY 86					
	<u>FY 82</u>	<u>FY 83</u>	<u>FY 84</u>	<u>FY 85</u>	<u>FY 86 (Est.)</u>
Percent of Total Population M, X, I.	56.7%	66.2%	64.6%	65.3%	65.8%
Percent of M, X, I Population in Maximum Institutions	70.0%	73.2%	73.4%	74.9%	76.0%
Percent of M, X, I Population in Medium Institutions	41.9%	49.2%	52.1%	59.3%	61.0%

The concentration of serious offenders in maximum institutions requires increased supervision of inmate movement and activities. Yet, as a group, maximum institutions have the lowest security staff ratio.

Table 2-2

Security Staff Ratios By Institution Security Level
December 1985

Maximum Institutions	0.259
Medium Institutions	0.365
Minimum Institutions	0.372
Total Institutions	0.313

The best way to improve staffing ratios is by reducing the number of inmates in the maximum institutions.

Issue Analysis

In just a single month (February 1986) the following occurred.

- 136 assaultive injuries
- 1,759 psychiatric referrals
- 64 attempted suicides
- 317 reported disturbances
- 4 incidents in which shots were fired.

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This list is typical for any month in the Adult Division. Over 900 staff will be assaulted in fiscal year 1986. Staff working at the maximum institutions have a 21% chance of being assaulted within a year. In fact, over 90% of reported assaults occur at maximum security institutions and over one-half involve a weapon.

Other indicators of disorderly inmate behavior have increased as illustrated in Table 2-3.

Table 2-3

Indicators of Disruptive Inmate Behavior
Fiscal Year 83 - Fiscal Year 86

	<u>FY 83</u>	<u>FY 84</u>	<u>FY 85</u>	<u>FY 86</u> <u>(Est.)</u>
Disciplinary Reports				
(Monthly Average)	7,191	8,463	10,546	11,615
Average # Adjustment	4,872	5,508	6,204	7,145
Average # Program Team	2,319	2,955	4,342	4,470
Good Time Revoked - Years	511	663	963	1,034
Assault Rate (per 100 inmates)				
Inmate on Staff	5	8	6	14
Inmate on Inmate	6	8	7	3
Homicides				
Staff Homicides	2	0	1	1
Inmate Homicides	2	1	4	2

The numbers alone are staggering: 11,000 disciplinary reports a month, 1,000 years added to inmates' time, one staff death. The human consequences of these numbers are even more significant.

This problem has two parts: the characteristics of the inmates and the prison environment. Classification, treatment, educational and vocational programs are designed to deal with the inmate. Yet, without addressing the prison environment component, there will be little success.

Action Plan

Joliet Correctional Center opened in 1860, Menard in 1878, Pontiac in 1892 and Stateville in 1920. These are the prisons portrayed in the late night movies. A warehouse for human beings was their design and purpose. Demolition is the answer in some cases, such as, Stateville's round cell houses. In other cases reducing rated capacity and population levels is the appropriate approach.

In March 1986, the Department released a major research study which discusses the constraints for defining capacity. The concept of ideal capacity was introduced. Ideal capacity is similar to design capacity. The term design capacity cannot be used because the Joliet, Menard,

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Pontiac and Stateville Correctional Centers are so old that their design capacities are not a matter of record. The ideal capacity level represents single celling and the subtraction of special utilization cells.

The four maximum institutions would be reduced by 3,129 beds. The Department realizes the State cannot afford to operate the prison system at the ideal level. However, these prisons cannot indefinitely continue their current level of operation.

One approach to this issue is an increase in capacity above the expected population levels. Governor Thompson has announced that three new prisons will be built. These will not be available until 30 months after money is appropriated. Optimistically, the populations at Joliet, Menard, Pontiac and Stateville can be significantly reduced in 1991. Until then, efforts will continue to keep population levels below current rated capacity, to add staff and to improve program opportunities at these institutions.

Rising prison population in fiscal year 1987 will not allow further reductions of population levels at maximum institutions. Capacity will increase with the opening of Hill Correctional Center. This is a 900 bed medium security facility at Galesburg, Illinois. Another 124 beds will be added at Dixon with the completion of a renovation project. Capacity will be reduced in selected community centers and contractual beds by 13. The fiscal year 1987 population is expected to increase by 1,085 inmates which will exceed planned capacity increases (1,011) by 74. Rated capacity is less than projected population for eleven months in fiscal year 1987.

The Department has determined to offset this projected population increase by allowing population levels at Sheridan (+100), Vandalia (+100), East Moline (+32), and Vienna (+10) to exceed rated capacity. In this way, reduced population levels can be maintained at the four maximum security institutions; Joliet, Menard, Pontiac and Stateville.

Other actions include an increase in staff by filling vacancies. Menard will see the addition of ten staff, Pontiac 16 and Stateville 8. This in a year which will have 9 out of 18 facilities losing staff. Additional efforts will be directed to expand the number of inmate assignments, to provide daily out-of-cell time for all inmates in general population and to reduce the number of segregation placements. Finally, the Department is working on a policy of mandatory participation in education programs for functionally illiterate inmates.

The success of these efforts will be a function of population levels. Until populations are reduced other actions are just temporary solutions. The staff at Menard, Joliet, Pontiac and Stateville will continue to do their best with the hope that population levels will soon be reduced.

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PROVIDING COMMUNITY CORRECTIONAL CENTER
OPPORTUNITIES TO THE LONG TERM OFFENDER

Issue Definition

Currently, 2,000 inmates are serving an average of 15.8 years in prison and another 5,350 who will average 6.9 years. Remember back to 1980 and all the changes that have occurred since then. Now imagine walking out of prison expecting things to be as they were in 1980 only to find the reality of 1986. This is the prospect facing the long term offender. It is these inmates, who have been out of society for years, that need job skill training, employment and community experience most. At issue is how to provide community correctional center opportunities to the long term offender without increasing risk to the public.

Background

Community correctional center capacity is 783 beds. These beds account for 4% of the total adult capacity. Three hundred and sixty-four (364) community beds have been added since fiscal year 1983. Community programs are bridges for inmates making the transition from prison to free society. The program prevents a form of culture shock by providing a gradual adjustment to social values, culture, job market and daily demands. This is accomplished by residents participating in academic or vocational programs, work experience or public service projects.

Recent efforts have increased the number of residents in employment and programming over 35 hours per week and reduced the number on public service work. Community center programming includes a coordination of efforts with a wide variety of community organizations. At release to a center, many inmates lack basic educational, vocational, employment and social skills necessary to enhance community integration and economic self-sufficiency. The cooperation of community agencies and other outside vendors have assisted in providing quality service to residents. The percentage of residents employed has increased 75% since fiscal year 1983. The following statistics reflect this commitment.

Table 2-4

Activity Measures of Community Center Residents

	<u>FY 83</u>	<u>FY 84</u>	<u>FY 85</u>	<u>FY 86</u>
Percent of Residents Employed	44%	57%	69%	77%
Percent of Residents Active Over 35 Hours Per Week	80%	80%	89%	91%
Percent of Residents in Public Service/Public Works Programming	20%	11%	11%	8%

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Issue Analysis

The full benefit of this programming is obtained by emphasizing the willingness of inmates to become actively involved in a strict program. Policy dictates that residents who violate center rules, such as tardiness, alcohol or drug use, will be returned to the institution. Increases in the number of technical violations (the number of residents returned to an adult institution for a violation of center rules) at community centers reflect the strict enforcement of this policy.

Table 2-5

Violations from Community Correctional Centers

	<u>FY 83</u>	<u>FY 84</u>	<u>FY 85</u>	<u>FY 86</u> (Est.)
Total Number of Technical Violators	711	609	697	854
Percent of Technical Violators Per Residents Served	26%	28%	29%	36%
Total Number Returned for Committing a New Offense	55	34	27	18
Percent of New Offense Per Residents Served	2.0%	1.5%	1.1%	0.8%

Less than 1% of the community center residents committed a new crime.

The increase in violations is partly due to the type of inmates selected for center placement. Traditionally short term, property offenders are placed at centers. Classification data from fiscal year 1985 show that property offenders have the highest failure rate, 45%, compared to offenders with crimes against a person and other offenders. Burglars had one of the highest failure rates at 47%.

Table 2-6

Community Correctional Center Failure Rate by Offense Type

<u>Offense Type</u>	<u>Failure Rate</u>
Burglary	47%
Other Property Offenses	42%
Person Offenses	35%
Other Offenses	29%
All Offenses	42%

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Data also show that property offenders have a 43% chance of returning to prison two years after release to the community as compared to 35% for all releasees.

The consequence of these high violation rates is that a scarce resource, community programming, is being wasted. A community center bed will be filled an average of three times in fiscal year 1986. The average stay in a community center is 4.3 months, less time than desired to obtain the full program effect. By placing low risk, longer term inmates in community centers with emphasis towards job retention in modern fields, program effectiveness will improve.

Action Plan

The goals for community centers are to:

- Increase the number of long term offenders in community center programs.
- Reduce technical violation rate below 20%.
- Eliminate new offenses in the community.
- Increase the percentage of residents employed and active over 35 hours per week.

Accomplishing these goals requires a systems approach involving institutional, community center, and supervision staffs and community resources. A valid classification system to select low risk, long term offenders, matching residents' needs with opportunities, and improved job retention in demand fields are required to achieve these goals.

Most important is a valid classification system which identifies the lowest risk inmates for transfer to a community center. A classification system based on the entire profile of each inmate has been implemented. This "offender-based" approach reduces the biases possible with the 1983 "offense-based" instrument. The "offender-based" approach allows for a greater selection of more serious offenders who have demonstrated an ability to follow rules and improve their future.

Community Correctional Center programs will be developed especially for long term offenders. An initial needs assessment conducted at the orientation stage provides the basis for an individualized program. The program will consist of a two-year program. The resident will begin with basic education and life skills training and end with training and job retention in modern technological fields.

The final goal of community correctional center programming is for the resident to obtain and maintain employment. This will be accomplished by preparing both the inmate and the employment vendor. Staff will continue to work with employment vendors and the Illinois Job Service. Services that assist residents in retaining employment will be stressed in contracts with vendors. Vendor services will include providing marketable skills, finding and keeping a job, and developing money

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management. As part of the ongoing needs assessment process, residents and counselors will work with parole agents in continuing programming as part of the supervision plan. Counselors will complete the initial case classification form for the mandatory supervised release/parole classification system.

As long term offenders begin to enter society, they must be prepared to take on the responsibilities of a citizen. This can be accomplished by combining a good program with the best candidates. Such a combination will reduce community center violations and ultimately future crimes.

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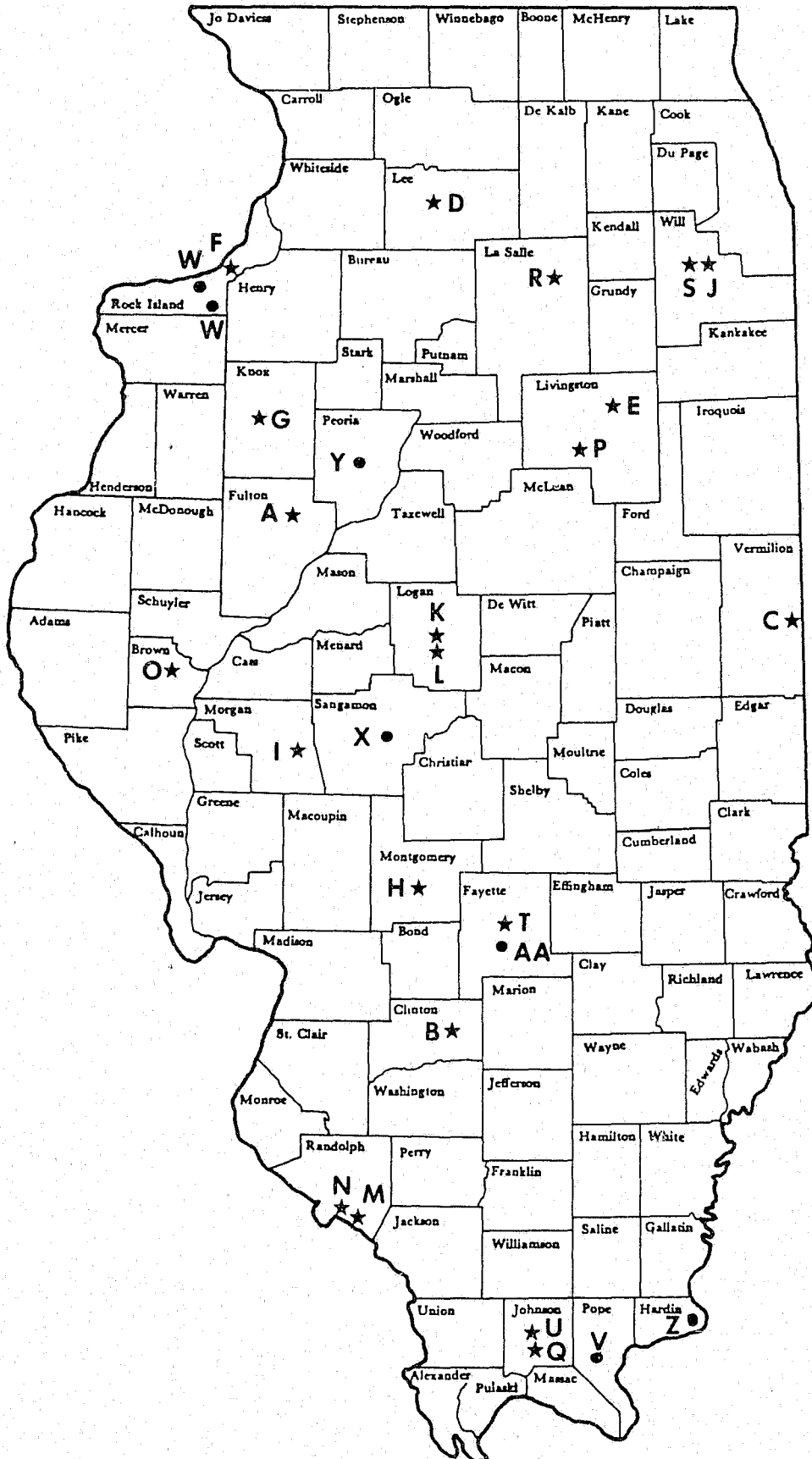
Appendix

- * Map***
- * Statutory Authority***
- * Summary of Services***
- * Mission, Goals, & Objectives***
- * Data Tables***

State of Illinois • Department of Corrections

ADULT DIVISION

Figure 1-2



★ CORRECTIONAL CENTERS

- A Canton (1990)
- B Centralia
- C Danville
- D Dixon
- E Dwight
- F East Moline
- G Hill
- H Graham
- I Jacksonville
- J Joliet
- K Lincoln
- L Logan
- M Menard
- N Menard Psychiatric
- O Mt. Sterling (1989)
- P Pontiac
- Q Shawnee
- R Shurden
- S Stateville
- T Vandalia
- U Vienna

● WORK CAMPS

- V Dixon Springs Work Camp
- W East Moline Work Camp #1
- X East Moline Work Camp #2
- Y Springfield Work Camp
- Z Hanna City Work Camp
- AA Hardin County Work Camp
- AA Vandalia Work Camp

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ADULT INSTITUTIONS & COMMUNITY CENTERS

Statutory Authority

Adult institutions and centers receive their statutory authority from the Illinois Revised Statutes; Chapter 38, Division X:

Chapter 3, Article 2, Paragraph 1003-2-2:

"In addition to the powers, duties, and responsibilities which are otherwise provided by law, the Department shall have the following powers:

- (a) To accept persons committed to it by the courts of this State for care, custody, treatment and rehabilitation.
- (b) To develop and maintain reception and evaluation units for purposes of analyzing the custody and rehabilitation needs of persons committed to it and to assign such persons to institutions and programs under its control, or transfer them to other appropriate agencies.
- (c) To maintain and administer all State correctional institutions and facilities under its control and to establish new ones as needed. The Department shall designate those institutions which shall constitute the State Penitentiary System.
- (d) To develop and maintain programs of control, rehabilitation and employment of committed persons within its institutions."

Chapter 3, Article 6, Paragraph 1003-6-1:

"The Department shall designate those institutions and facilities which shall be maintained for persons assigned as adults and as juveniles.

The types, number and population of institutions and facilities shall be determined by the needs of committed persons for treatment and the public protection. All institutions and programs shall conform to the minimum standards under this Chapter."

Chapter 3, Article 13, Paragraph 1003-13-1:

"The Department shall establish and maintain work and day-release programs and facilities for persons committed to the Department."

Adult institutions and centers take custody of adults committed by Illinois courts and Mandatory Supervised Release (MSR)/parole violators. Facilities are administered by the Division of Adult Institutions and the Community Correctional Centers branch of the Community Services Division. The Division of Adult Institutions includes 18 operating institutions, and one institution under construction (Galesburg), the Office of

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the Transfer Coordinator, and Correctional Industries. Community Correctional Centers currently include 16 facilities.

Summary of Services

Adult institutions and centers continue to successfully manage an increasing prison/center population while improving conditions in the facilities. Service areas are:

- Residential Care: Inmates are provided basic services to maintain humane living conditions in the facilities. Services include: food, clothing, housing, laundry, commissary, trust fund, maintenance of the physical plant, administration, and leisure time activities, including library and educational services and religious services.
- Security Services: IDOC provides internal custody and supervision and perimeter security to prevent inmates from injuring others and from committing new crimes in the community.
- Clinical Services: Each facility provides counseling and casework services to address situational and social adjustment problems. Informational and record keeping services are also maintained for each inmate. Service activities include Reception and Classification (R&C), resolution of situational problems, individual and group counseling, record office functions, and screening/security classification of inmates for institutional transfers and community-based programming.
- Medical Services: Comprehensive medical care is provided including diagnosis and treatment of inmate medical problems. Services include: physical examinations, emergency medical treatment, and complete diagnosis and treatment of medical and dental problems.
- Mental Health Services: Comprehensive mental health care is provided including diagnosis and treatment of inmate mental health problems. Services include: psychological and psychiatric testing, examinations and diagnosis, individual and group counseling and therapy, and specialized treatment programs for individual offenders.

MISSION: TO INCARCERATE IN A SAFE AND HUMANE MANNER ALL ADULT OFFENDERS SENTENCED TO THE DEPARTMENT OF CORRECTIONS, TO PROVIDE FOR THE BASIC NEEDS OF THESE INMATES, AND TO ASSIST IN THEIR REINTEGRATION TO THE COMMUNITY BY PROVIDING AN OPPORTUNITY TO PARTICIPATE IN PROGRAMS AND LEISURE TIME ACTIVITIES.

TABLE 2-7
Adult Institutions
Goals, Objectives, & Results
Fiscal Year 1986

<u>GOALS</u>	<u>OBJECTIVES</u>	<u>RESULTS AS OF 12/31/85</u>
1. With the continuing increase of the adult offender population, to continue to improve the safety and institutional environment for staff and inmates by: -classification, assigning appropriate inmates to the various adult institutions; -updating, modernizing and repairing existing physical plants;	1.1 To conduct emergency response drills on regular basis;	At least one conducted weekly at each facility.
	1.2 Continue cooperation with the Juvenile Institutions developing a departmental sense of purpose;	All policies, juvenile and adult combined into Administrative Rules.
	1.3 Achieve ACA accreditation for Jacksonville, Lincoln, Shawnee and Pontiac;	Jacksonville, Lincoln, and Dixon accredited January, 1986. Pontiac is near completion of final accreditation audit. Shawnee is in correspondence status.
	1.4 By June 30, 1985, identify population suited for Special Programs Unit at Dixon.	158 inmates as of 1/31/86 with 10 being transferred each week.
	1.5 Continue refinement of reclassification instrument to ensure effectiveness in institutional placements;	Reclassification of inmate status completed once a year.
	1.6 By April, 1985, begin remodeling/building of kitchen/dining room complex at Stateville;	Completed September, 1985.
	1.7 During FY86,, construction of Joliet dining room, should be 50% complete;	50% complete, estimated completion October, 1986.
	1.8 By June, 1985, sewer drainage improvements at Joliet should be completed;	Completed fall of 1985.
	1.9 By December, 1985, renovate Joliet North Segregation Unit;	Completed November, 1985.
	1.10 During FY86, begin renovation of East Cellhouse at Joliet.	Renovation began November, 1985; estimated completion date August, 1987.

TABLE 2-7 (Continued)

Adult Institutions
Goals, Objectives, & Results
Fiscal Year 1986

<u>GOALS</u>	<u>OBJECTIVES</u>	<u>RESULTS AS OF 12/31/85</u>
-developing increased training for staff in areas related to the safety and security in the institutional environment	<p>1.11 To continue cooperative training with the Department of Law Enforcement and Institutional Investigators, ensuring adequate investigation of crime with the institution;</p> <p>1.12 Increase in-service training programs particularly for supervisory personnel on supervisory skills, communication skills;</p>	<p>Federal Bureau of Investigation (FBI) made presentation to executive staff and wardens October, 1985.</p> <p>1,089 supervision staff received in-service training in calendar year 1985.</p>
-Planning for new institutional beds, either through conversion of under-utilized State facilities or building new ones.	<p>1.13 By August, 1985, 814 beds at Shawnee.</p> <p>1.14 By December, 1985, 900 Beds at Danville with initial placements in September;</p> <p>1.15 Continue expansion of medium security beds;</p>	<p>1,015 beds; 865 Shawnee and 150 Dixon Springs Work Camp.</p> <p>672 only; population expansion delayed due to revised phase-in plan.</p> <p>Continued expansion at Shawnee, Dixon and opening of Danville will add 1,258 beds.</p>
2. To continue to develop uniform adult policies and procedures which include a system for monitoring compliance.	<p>2.1 During FY86, continue to ensure that Department Rules and Directives are implemented consistently;</p> <p>2.2 During FY86, ensure that all adult institutions are in compliance in all areas of regulations and procedures evaluated on an annual basis;</p> <p>2.3 Continue to review and recommend necessary changes in DRs and ADs.</p>	<p>To date, Program and Operation Audit findings have been reduced from 239 in FY85 to 152 in FY86.</p> <p>11 institutions audited, the Centralia Correctional Center had no findings.</p> <p>Reviewed Sally-port procedures, personal property and incident reports.</p>
3. Increase programming that increases out-of-cell time.	3.1 During FY86, expand Correctional Industry work assignments through expansion of industry products;	At Danville, a new optical plant will add 40 assignments with initial production May, 1986. Additional new products include juice, lemonade, wood furniture, and dry cleaning.

TABLE 2-7 (Continued)

Adult Institutions
Goals, Objectives, & Results
Fiscal Year 1986

<u>GOALS</u>	<u>OBJECTIVES</u>	<u>RESULTS AS OF 12/31/85</u>
	3.2 During FY86, ensure that the maximum institutions maintain a plan which provides daily out-of-cell time for all inmates in general population;	Plans operationalized with most out-of-cell time occurring between 8:00am and 3:00pm; and allowances for structured evening activities.
	3.3 During FY86, despite an increase in total population, maintain or reduce segregation placements through alternative disciplinary action;	Despite increase in concentration of violent/serious offenders in maximum facilities, segregation levels have been maintained.
	3.4 During FY86, increase programming at all facilities where security would not be compromised;	Increased programs at 16 of 18 institutions.
	3.5 By December 31, 1985, add 150 inmate assignments through Correctional Industries at Joliet, Dixon, Danville and Menard.	43 assignments added.
	3.6 Expand educational programs for inmates in protective custody at Pontiac, Menard, Joliet, and Stateville.	Enrollment increased by 927 full-time students.
	3.7 Expand/establish educational/vocational programs at Dixon, Dwight, Jacksonville, Lincoln, and Shawnee.	
4. To continue to develop training for identified adult institutional personnel who are being developed for administrative roles.	4.1 During FY86, provide training to personnel.	Each person has participated in special assignment enhancing operational knowledge.
	4.2 During FY86, have them assist in at least one audit at an institution other than the one where they are stationed.	25 staff have assisted in such audits.
5. To have available specific "crisis groups" such as Statewide Escape Teams.	5.1 During FY86, ensure that two teams are available for immediate response to (crisis) escape situations.	Five teams responded to three emergency situations.

TABLE 2-7 (Continued)

Adult Institutions
Goals, Objectives, & Results
Fiscal Year 1986

<u>GOALS</u>	<u>OBJECTIVES</u>	<u>RESULTS AS OF 12/31/85</u>
6. Through specific training or programs which provide coping skills and increase awareness of staff-related problems and which provide support or recognition of their achievements.	<p>6.1 During FY86, on-site In-Service Stress Training will be provided to all personnel;</p> <p>6.2 In FY86, all adult institutions will implement a physical fitness program for their personnel.</p> <p>6.3 All adult facilities will continue a program to recognize its staff for years of service and exceptional achievements.</p>	<p>960 staff have attended 64 sessions offered.</p> <p>Programs are established at each facility.</p> <p>1,704 awards were given for years of service and attendance.</p>
7. To promote family stability for inmates in adult institutions.	7.1 In FY86, a family advocate program will be implemented at Dwight Correctional Center.	Program has been implemented providing classes for single-parenting, child-care, and family legal issues.

TABLE 2-8

Adult Institution
Goals, Objectives, & Performance Measures
Fiscal Year 1987

<u>GOALS</u>	<u>OBJECTIVES</u>	<u>PERFORMANCE MEASURES</u>
1. With the continuing increase of the adult offender population, to continue to improve the safety and institutional environment for staff and inmates by:	1.1 To conduct emergency call evacuation drills to ensure efficient immediate responses in housing units	Weekly drills should have less than four (4) minute response times at all adult facilities.
	1.2 Achieve ACA accreditation for Danville CC, Shawnee CC and Pontiac CC.	# accredited in FY 87.
	1.3 To initiate accreditation process for Galesburg Correctional Center.	Reach Correspondent status FY 87.
-classification, assigning appropriate inmates to the various adult institutions;	1.4 New work release evaluation.	Reduction in number violated from work release.
-updating, modernizing and repairing existing physical plants;	1.5 To complete installation of technical WPC equipment which will speed communication and reporting mechanisms between facilities and general office.	# of institutions "on-line"
	1.6 Complete new towers at the Menard CC	
	1.7 Divide West Cellhouse at Pontiac to improve security and control	
	1.8 Begin secondary exits and interior stairways at Stateville	
-developing increased training for staff in areas related to the safety and security in the institutional environment	1.9 To expand specialized training in inmate control.	# trained
	1.10 To expand specialized training in maintaining locking systems.	# trained
-Planning for new institutional beds, either through conversion of under-utilized State facilities or building new ones.	1.11 Increase population at Special Program Unit	# of inmate identified and transferred
	1.12 By June, 1987, 900 Beds at Galesburg with initial placements in October	# of beds added

TABLE 2-8 (continued)

Adult Institution
Goals, Objectives, & Performance Measures
Fiscal Year 1987

<u>GOALS</u>	<u>OBJECTIVES</u>	<u>PERFORMANCE MEASURES</u>
2. To continue to develop uniform adult policies and procedures which include a system for monitoring compliance.	2.1 During FY'87, continue to ensure that Administrative Rules and Directives are consistently implemented	Amount of reduced findings during external audits
3. Increase programming that increases out-of-cell time.	3.1 During FY'87, expand number of inmate work and/or program assignments	# of assignments added
	3.2 During FY'87, expand Correctional Industry assignments through expansion of industry products	# of new products
	3.3 During FY'87, ensure that maximum institutions provide daily out-of-cell time for all inmates in general population	90% compliance
	3.4 During FY'87, despite an increase in total population, maintain or reduce the number of segregation placements through alternative disciplinary action	5% reduction in segregation placement
	3.5 During FY'87, to continue increasing evening programming at all facilities where security would not be compromised	# programs added
	3.6 By June, 1987, add 90 inmate assignments through Correctional Industries at Dixon, Danville and Galesburg	# assignments added
4. To continue to develop training for identified adult institutional personnel who are being developed for administrative roles.	4.1 During FY'87, provide career training to identified personnel	# staff trained
	4.2 Identify additional in-service staff who demonstrate above-average career potential	# of staff identified
	4.3 Uniformly apply equal employment opportunities at all facilities. Recruit and hire protected classes in those work areas demonstrating specific needs	Monitor Adult Division compliance with Department Affirmative Action goals.

TABLE 2-8 (continued)

Adult Institution
Goals, Objectives, & Performance Measures
Fiscal Year 1987

<u>GOALS</u>	<u>OBJECTIVES</u>	<u>PERFORMANCE MEASURES</u>
5. To have available specific "crisis groups" such as Statewide Escape Teams.	5.1 During FY'87, ensure that two teams are available for immediate response to escape (crisis) situations	# of teams responding to crisis situations.
6. Through specific training or programs which provide coping skills and increase awareness of staff-related problems and which provide support or recognition of their achievements.	6.1 During FY'87, provide additional Hostage classes in routine training and Hostage Negotiation classes as specialized training	# of classes held.
	6.2 All adult facilities will continue to recognize staff for years of service and exceptional achievement	# of staff recognized.

Table 2-9
Adult Population Overview
End of Fiscal Year

	<u>FY 82</u>	<u>FY 83</u>	<u>FY 84</u>	<u>FY 85</u>	<u>FY 86*</u> <u>(est.)</u>	<u>FY 87*</u> <u>(proj.)</u>
Admissions:						
Court-Felony	6,663	7,340	7,005	7,047	7,135	7,202
Court-Misdemeanant	856	943	23	0	0	0
Violators with New Sentence	1,205	1,780	1,650	1,383	1,506	1,446
Technical Violators	<u>1,208</u>	<u>1,440</u>	<u>1,470</u>	<u>1,628</u>	<u>1,691</u>	<u>1,836</u>
TOTAL	9,932	11,503	10,148	10,058	10,332	10,484
Good Time (Days):						
MGT Awarded	965,730	1,409,439	321,457	261,187	269,974	
Time Revoked	211,718	186,621	242,185	351,572	373,158	
Time Restored	101,118	75,409	70,206	89,534	79,390	
Exits						
MSR	6,748	9,450	6,194	7,763	7,935	8,641
Parole	1,012	522	311	267	*	*
Discharge/Release	1,294	1,726	737	776	590	713
Other	<u>8</u>	<u>17</u>	<u>28</u>	<u>22</u>	<u>59</u>	<u>45</u>
TOTAL	9,062	11,715	7,270	8,828	8,584	9,399
Population:						
Institutions	13,154	13,310	15,857	16,897	18,591	19,676
Community Centers	<u>803</u>	<u>425</u>	<u>690</u>	<u>752</u>	<u>768</u>	<u>768</u>
TOTAL	13,957	13,735	16,277	17,649	19,359	20,444
Rated Capacity:						
Institutions	13,245	13,265	15,432	17,670	18,933	19,807
Community Centers	<u>802</u>	<u>553</u>	<u>677</u>	<u>748</u>	<u>768</u>	<u>768</u>
TOTAL	14,047	13,818	16,109	18,418	19,701	20,575

*Projected - In projected exits, MSR and parole are not separated. The other category for projections also includes other exits, i.e., pardons, other discharges, death, etc.

Illinois Department of Corrections-Human Services Plan
Chapter 2

Table 2-10
End of Fiscal Year Adult Population and Rated Capacity
FY 78 - FY 87

<u>Fiscal Year</u>	<u>Adult Inst.</u>	<u>Population CCC</u>	<u>Total</u>	<u>Rated Inst.</u>	<u>CCC</u>	<u>Capacity Capacity</u>
1978	10,594	350	10,944	11,320	416	11,736
1979	10,782	481	11,263	11,420	482	11,902
1980	11,467	635	12,102	11,395	630	12,025
1981	12,465	666	13,141	12,645	802	13,447
1982	13,154	803	13,967	13,245	802	14,047
1983	13,310	425	13,735	13,265	553	13,818
1984	15,857	692	16,549	15,432	677	16,109
1985	16,897	752	17,649	17,670	748	18,418
1986 (Est.)	18,576	783	19,359	18,773	783	19,556
1987 (Proj.)	19,671	773	20,444	19,794	773	20,567

Table 2-11
Total Admissions
FY 78 - FY 86

<u>Fiscal Year</u>	<u>Felony</u>	<u>Defaulters</u>	<u>Misdemeanor</u>	<u>Total</u>
1978	5,391	1,487	605	7,483
1979	5,310	1,731	597	7,638
1980	6,301	2,077	644	9,022
1981	6,565	1,729	696	8,990
1982	6,663	2,413	856	9,932
1983	7,340	3,220	943	11,503
1984	7,005	3,120	23	10,148
1985	7,047	3,011	0	10,058
1986 (Est.)	7,135	3,197	0	10,332
1987 (Proj.)	7,202	3,282	0	10,484

Table 2-12
Total Exits
FY 78 - FY 87

<u>Fiscal Year</u>	<u>Parole</u>	<u>Nondiscretionary</u>	<u>Other</u>	<u>Total</u>
1978	5,440	771	1,008	7,219
1979	4,243	1,843	1,362	7,948
1980	3,229	3,822	1,431	8,482
1981	1,008	6,039	1,325	8,372
1982	849	6,717	1,603	9,169
1983	522	11,191	42	11,755
1984	311	6,919	40	7,270
1985	267	8,512	49	8,828
*1986 (Est.)	-	8,525	59	8,584
*1987 (Proj.)	-	9,354	45	9,399

*In projected exits, MSR and parole are not separated. Other includes death, pardons, other discharges, etc.

Table 2-13
Adult Institution Inmate Profile Comparison
End of Fiscal Year

	FY 82	FY 83	FY 84	FY 85	FY 86 (est.)
End of Fiscal Year Population	13,153	13,331	15,691	16,988	17,552
SEX					
Male	96.6%	96.7%	97.0%	97.1%	97.3%
Female	3.4%	3.3%	3.0%	2.9%	2.7%
RACE					
White	32.0%	32.3%	32.2%	31.8%	31.8%
Black	61.0%	61.0%	60.6%	60.8%	60.7%
Hispanic	5.8%	6.1%	6.9%	7.3%	7.3%
American Indian	0.3%	0.2%	0.2%	0.2%	0.1%
American Asian	0.2%	0.0%	0.0%	0.0%	0.0%
Other	0.2%	0.4%	0.0%	0.0%	0.0%
AGE					
17 yrs	1.1%	0.6%	0.5%	0.5%	0.4%
18-20 yrs	13.5%	13.3%	13.2%	12.0%	11.8%
21-24 yrs	25.3%	25.2%	24.3%	24.0%	23.3%
25-30 yrs	25.9%	30.6%	30.6%	30.4%	30.5%
31-40 yrs	24.4%	21.6%	22.6%	23.9%	24.6%
41-50 yrs	6.8%	6.0%	6.3%	6.7%	6.7%
51 yrs & older	3.0%	2.5%	2.5%	2.5%	2.7%
Unknown		0.3%	0.0%	0.0%	0.0%
CRIME CLASS					
Murder	16.7%	16.9%	15.7%	16.0%	16.4%
Class X	36.2%	38.8%	35.8%	35.6%	35.4%
Class 1	3.8%	10.5%	13.3%	14.9%	15.5%
Class 2	28.7%	21.1%	23.2%	21.3%	21.0%
Class 3	9.6%	9.0%	9.9%	9.9%	9.7%
Class 4	1.3%	1.8%	1.9%	2.2%	1.8%
Misdemeanor	2.5%	1.6%	0.0%	0.0%	0.0%
Offense before 1973	0.6%				
Unknown		0.5%	0.2%	0.3%	0.0%

Table 2-14
Illinois Department of Corrections
Adult Rated Capacity by Security Designation
Fiscal Years 1974 through Fiscal Year 1987

Security Designation	FY 74		FY 75		FY 76		FY 77		FY 78		FY 79		FY 80	
	Capacity	%	Capacity	%	Capacity	%	Capacity	%	Capacity	%	Capacity	%	Capacity	%
MAXIMUM:														
Dwight	225		176		220		300		300		300		400	
Joliet	800		800		1,200		1,250		1,250		1,250		1,250	
Menard	960		1,710		2,510		2,410		2,270		2,270		2,270	
Menard Psych.	500		250		275		300		315		315		315	
Pontiac	950		1,200		1,705		1,750		1,950		1,800		1,800	
Stateville	1,450		1,800		2,700		2,500		2,175		2,175		2,050	
Federal	---		---		---		---		---		---		---	
sub-total	4,885	70%	5,936	75%	8,610	80%	8,510	77%	8,260	70%	8,110	68%	8,085	67%
MEDIUM:														
Centralia	---		---		---		---		---		---		---	
Danville	---		---		---		---		---		---		---	
Dixon	---		---		---		---		---		---		---	
Graham	---		---		---		---		---		---		---	
Hill	---		---		---		---		---		---		---	
Logan	---		---		---		---		750		750		750	
Menard Sp Unit	---		---		---		---		---		---		---	
Pontiac MSU	---		---		---		---		---		---		---	
Shawnee	---		---		---		---		---		---		---	
Sheridan	200		265		285		325		325		425		425	
Vandalia	800		650		690		700		700		700		700	
Other State	---		---		---		---		---		---		---	
sub-total	1,000	14%	915	12%	975	9%	1,025	9%	1,775	15%	1,875	16%	1,875	16%
MINIMUM:														
East Moline	---		---		---		---		---		---		---	
Jacksonville	---		---		---		---		---		---		---	
Lincoln	---		---		---		---		---		---		---	
Vienna	600		508		575		625		685		685		685	
County Jail	---		---		---		---		---		---		---	
sub-total	600	9%	508	6%	575	5%	625	6%	685	6%	685	6%	685	6%
FARM:														
Menard	90		90		90		240		350		350		350	
Pontiac	---		---		50		50		50		200		200	
Stateville	200		200		200		200		200		200		200	
sub-total	290	4%	290	4%	340	3%	490	4%	600	5%	750	6%	750	6%
WORK CAMP:														
Dixon Springs (Shawnee)	---		---		---		---		---		---		---	
East Moline #1	---		---		---		---		---		---		---	
East Moline #2	---		---		---		---		---		---		---	
Hanna City (Logan)	---		---		---		---		---		---		---	
Hardin County (Vienna)	---		---		---		---		---		---		---	
Springfield (Lincoln)	---		---		---		---		---		---		---	
Vandalia	---		---		---		---		---		---		---	
sub-total	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%
INSTITUTION TOTAL	6,775	97%	7,649	97%	10,500	97%	10,650	97%	11,320	96%	11,420	96%	11,395	95%
COMMUNITY CENTER	228	3%	228	3%	312	3%	385	3%	416	4%	482	4%	630	5%
TOTAL ADULT RATED CAPACITY	7,003	100%	7,877	100%	10,812	100%	11,035	100%	11,736	100%	11,902	100%	12,025	100%

Table 2-14
Illinois Department of Corrections
Adult Rated Capacity by Security Designation
Fiscal Years 1974 through Fiscal Year 1987

FY 81 Capacity %	FY 82 Capacity %	FY 83 Capacity %	FY 84 Capacity %	FY 85 Capacity %	FY 86 Capacity %	FY 87 Capacity %	Security Designation							
							MAXIMUM:							
400	400	400	400	496	496	496	Dwight							
1,250	1,250	1,250	1,340	1,340	1,180	1,180	Joliet							
2,280	2,280	2,280	2,280	2,280	2,280	2,280	Menard							
315	315	315	315	315	315	315	Menard Psych.							
1,700	1,700	1,700	1,700	1,700	1,700	1,700	Pontiac							
2,050	2,050	2,050	2,050	2,050	2,050	2,050	Stateville							
---	---	---	6	7	10	7	Federal							
7,995	59%	7,995	57%	7,995	58%	8,091	50%	8,188	44%	8,031	41%	8,028	39%	sub-total
							MEDIUM:							
600	750	750	950	950	950	950	Centralia							
---	---	---	---	---	900	900	Danville							
---	---	0	154	582	876	1,000	Dixon							
450	750	750	950	950	950	950	Graham							
---	---	---	---	---	---	900	Hill							
750	750	750	850	850	850	850	Logan							
250	250	250	250	250	250	250	Menard Sp Unit							
300	300	300	300	300	300	300	Pontiac MSU							
---	---	---	---	836	900	900	Shawnee							
425	425	425	625	750	750	750	Sheridan							
700	700	700	700	700	700	700	Vandalia							
---	---	---	12	0	0	0	Other State							
3,475	26%	3,925	28%	3,925	28%	4,791	30%	6,168	33%	7,426	38%	8,450	41%	sub-total
							MINIMUM:							
50	200	200	568	568	568	568	East Moline							
---	---	---	150	500	500	500	Jacksonville							
---	---	---	150	500	500	500	Lincoln							
685	685	685	685	685	685	685	Vienna							
---	---	---	79	43	45	45	County Jail							
735	5%	885	6%	885	6%	1,632	10%	2,296	12%	2,298	12%	2,298	11%	sub-total
							FARM:							
90	90	90	90	90	90	90	Menard							
---	---	---	---	---	---	---	Pontiac							
200	200	200	200	200	200	200	Stateville							
290	2%	290	2%	290	2%	290	2%	290	2%	290	1%	290	1%	sub-total
							WORK CAMP:							
---	---	---	150	150	150	150	Dixon Springs (Shawnee)							
---	---	20	60	60	60	60	East Moline #1							
---	---	---	60	60	60	60	East Moline #2							
---	---	---	100	200	200	200	Hanna City (Logan)							
50	50	50	150	150	150	150	Hardin County (Vienna)							
50	50	50	58	58	58	58	Springfield (Lincoln)							
50	50	50	50	50	50	50	Vandalia							
150	1%	150	1%	170	1%	628	4%	728	4%	728	4%	728	4%	sub-total
12,645	94%	13,245	94%	13,265	96%	15,432	96%	17,670	96%	18,773	96%	19,794	96%	INSTITUTION TOTAL
802	6%	802	6%	553	4%	677	4%	748	4%	783	4%	773	4%	COMMUNITY CENTER
														TOTAL ADULT RATED CAPACITY
13,447	100%	14,047	100%	13,818	100%	16,109	100%	18,418	100%	19,556	100%	20,567	100%	

Illinois Department of Corrections-Human Services Plan
Chapter 2

Table 2-15
Program Services Data

	<u>FY 85 Actual</u>	<u>FY 86 Estimated</u>	<u>FY 87 Projected</u>
<u>ADULT INSTITUTIONS/CENTERS</u>			
Expenditures & Appropriations	\$260,417.6	\$292,841.4	\$319,271.9
Inmates (Avg. Daily Pop.)	16,965	18,567	19,966
Total Number of Staff (EOY)	7,993	8,250	8,719
Performance Indicator:			
Cost/Average Daily Population	\$15,350	\$15,772	\$15,991
<u>ADULT INSTITUTIONS</u>			
Expenditures & Appropriations	\$251,068.4	\$281,144.5	\$308,321.7
Inmates (Avg. Daily Pop.)	16,242	17,790	19,183
Total Number of Staff (EOY)	7,625	8,050	8,516
Total No. of Security Staff (EOY)	5,325	5,587	5,845
Performance Indicators:			
Cost/Average Daily Population	\$15,458	\$15,804	\$16,073
Cost/Service Areas			
Security	\$7,250	\$7,475	\$7,676
Clinic	\$ 575	\$ 625	\$ 630
Medical	\$1,408	\$1,508	\$1,538
Total Staff/Inmate	0.469	0.453	0.444
Security Staff/Inmate	0.328	0.314	0.305

Illinois Department of Corrections
Community Services Division

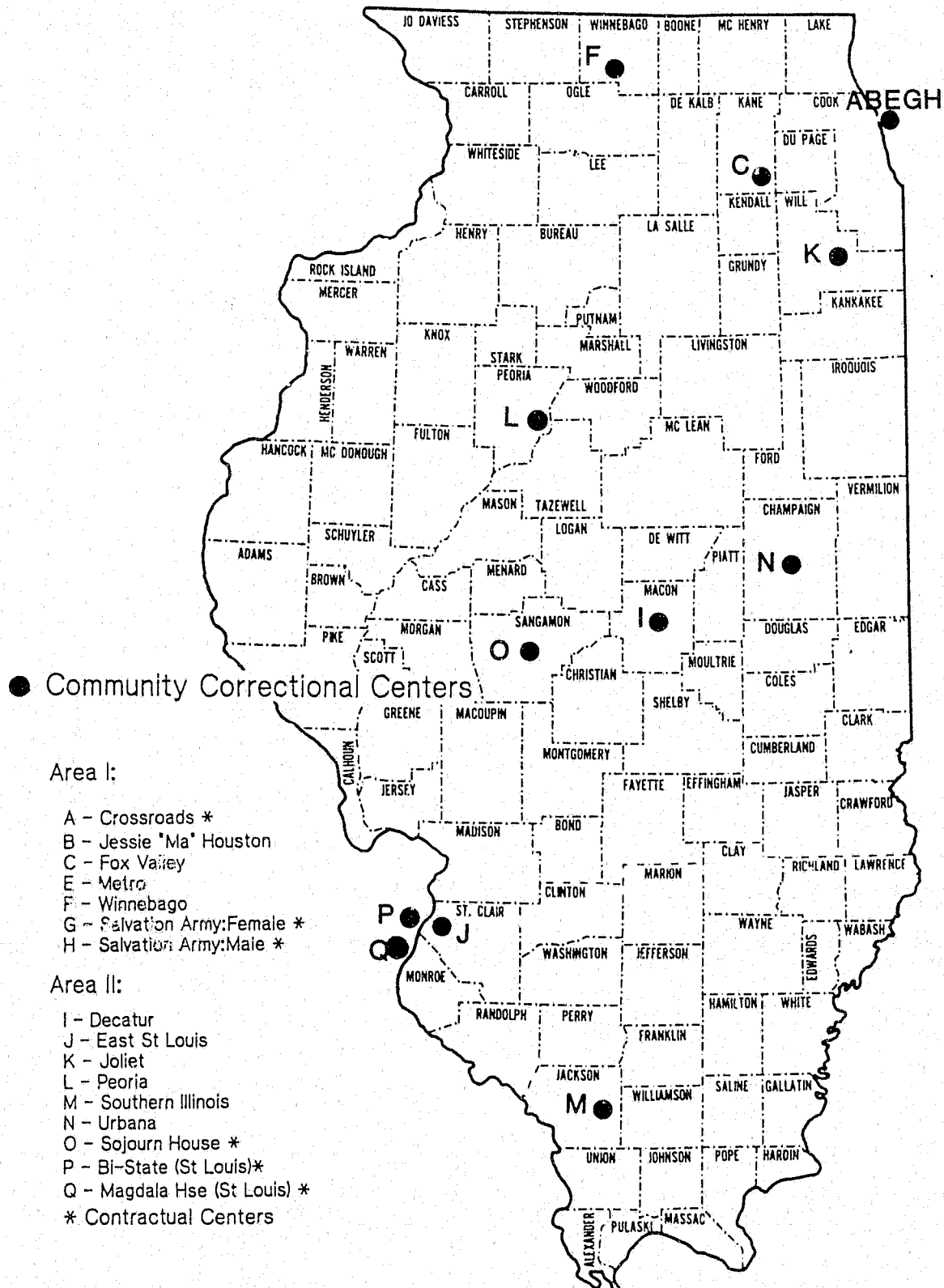


TABLE 2-16
Community Correctional Centers
Goals, Objectives, & Results
Fiscal Year 1986

<u>GOALS</u>	<u>OBJECTIVES</u>	<u>RESULTS AS OF 12/31/85</u>
1. To identify the lowest risk inmate for a CCC transfer, instituted by an offender-based classification system.	1.1 Implement a validated classification system which selects lowest risk inmates based on individual profile and needs.	1.1a Residents with poor adjustment are returned to an adult institution. The average number has increased from 55 in fiscal year 1984 to 67 in fiscal year 1986.
		1.1b Offender-based female system has been implemented (as of 1/14/86). Conversion of the male system is in progress.
2. Increase consistency among CCC through the enforcement of policies and procedures.	1.2 Review the level system due to anticipated longer stay for residents.	1.2 Revision of level system has been deferred until fiscal year 1987.
	2.1 Change Procedures Manuals to Administrative Directives for consistent policy enforcement and formal revisions.	2.1 Procedures manuals have been converted to Administrative Directives.
	2.2 Increase staff awareness of proper procedures through effective divisional communication.	2.2 Administrative Directive changes were communicated to staff at staff meetings.
	2.3 Modify training curriculum to address consistent procedures.	2.3 Training curriculum modified.
3. Increase beneficial resident programming.	3.1 Maintain a high level of appropriate resident program activity, especially long-term, career-oriented employment during CCC stay and after release to the community.	3.1a The percentage of residents involved in full-time activity has averaged in excess of 90% during fiscal year 1986.

TABLE 2-16 (continued)
Community Correctional Centers
Goals, Objectives, & Results
Fiscal Year 1986

<u>GOALS</u>	<u>OBJECTIVES</u>	<u>RESULTS AS OF 12/31/85</u>
	3.2 Assist residents to obtain additional financial assistance for higher education.	3.1b The percentage of residents employed increased from under 70% in fiscal year 1985 to over 75% during the first 6 months of fiscal year 1986. The percentage of participating in educational and vocational training programs has remained above 20%.
4. Increase job retention for employed residents.	4.1 Increase counseling of employed residents by CCC staff.	3.2 Number of residents in college and post-graduate educational programs has increased.
		4.1a The average time employed during CCC stay has increased.
		4.1b The percentage of residents who remain employed after release has increased from 40 per month in the last 6 months of fiscal year 1985 to over 50 in fiscal year 1986.
	4.2 Modifying contractual employment services to expand employment retention.	4.2 The average time employed during the CCC stay has increased.
5. Increase the average wage of competitive employment and, therefore in the quality of jobs obtained.	5.1 Increase vocational skills in all residents, relative to their individual needs.	5.1 The number of hours of vocational training has increased.
	5.2 Assist residents obtain higher paying jobs.	5.2 The average wage per employed resident has increased.
	5.3 Assist employed residents to secure better long-term, career-oriented positions.	5.3 Efforts to increase the number of new positions obtained in career-oriented fields will continue through fiscal years 1986 and 1987.
6. Increase the amount of money residents have saved when they leave center programming.	6.1 Educate residents in skills related to money management.	6.1 The average amount of money saved has increased. Life skills programming has been put into effect.

TABLE 2-16 (continued)
 Community Correctional Centers
 Goals, Objectives, & Results
 Fiscal Year 1986

<u>GOALS</u>	<u>OBJECTIVES</u>	<u>RESULTS AS OF 12/31/85</u>
7. To maintain accreditation status for centers with Commission on Accreditation for Corrections.	6.2 Have staff conform to a consistent policy for allowing residents to save and spend money. 7.1 To attain reaccreditation for centers on schedule.	6.2 Improved money management has been demonstrated through increased average amount of money saved when the resident leaves the center. 7.1 Fox Valley CCC attained reaccreditation with 100% compliance.

TABLE 2-17

Community Correctional Centers
Goals, Objectives, & Performance Measures
Fiscal Year 1987

<u>GOALS</u>	<u>OBJECTIVES</u>	<u>PERFORMANCE MEASURES</u>
1. Protection of the public by ensuring that lowest risk inmates are selected for participation in the CCC program and that privileges are granted responsibly after entry into the program.	<p>1.1 Implement an offender-based classification system identifying the most appropriate candidates for CCC transfer based on individual risks and needs.</p> <p>1.2 Review the level system due to anticipated longer stays for residents.</p>	<p>1.1a Evaluation of the new female CCC instrument completed.</p> <p>1.1b Male classification instrument implemented and evaluated.</p> <p>1.1c Purely offense-based denials reduced.</p> <p>1.1d Reduction of resident violations in the community.</p> <p>1.2a Study of level system to account for longer resident stays and possibly provide for more gradual awarding of privileges.</p> <p>1.2b Reduction of resident violations in the community.</p>
2. Achieve compliance of CCCs with statutes, Administrative Directives and Department Rules.	2. Improve staff awareness of and compliance with proper procedures.	<p>2.1 Reduction in the number of findings related to staff practices OPA audits and management review.</p> <p>2.2 Development of employee training plans to provide for education of staff in procedures.</p>
3. Preparation of residents for crime-free behavior after release by addressing needs of residents which impact crime-free behavior.	3.1 Provide education for residents in need, including ABE, GED, lifeskills, and higher education as appropriate for each resident.	<p>3.1a Percentage of residents who do not have a GED prior to incarceration and receive one during the CCC stay.</p> <p>3.1b Number of residents involved in ABE and lifeskills programs.</p> <p>3.1c Maintenance of 90% of residents involved in full-time study.</p>

TABLE 2-17 (continued)

Community Correctional Centers
Goals, Objectives, & Performance Measures
Fiscal Year 1987

<u>GOALS</u>	<u>OBJECTIVES</u>	<u>PERFORMANCE MEASURES</u>
	3.2 Provide training for career-oriented and in-demand employment to those residents in need of these skills.	3.2a Number of residents involved in vocational training leading to specific career-oriented employment. 3.2b Number of residents employed at release. 3.2c Maintenance of 90% of residents involved in full-time activity.
	3.3 Place residents in long-term career-oriented employment.	3.3a Average length of employment at a single job in a CCC stay. 3.3b Number of residents employed at release. 3.3c Maintenance of 90% of residents involved in full-time activity.
	3.4 Improve the linkage between institutional education and training programs and CCC employment.	3.4 The number of residents obtaining jobs in fields relating to skills gained in institutional education and training programs.
	3.5 Modify contractual employment services to promote employment retention and concentrate on career-oriented employment.	3.5 Average time employed during CCC stay for those residents obtaining employment through contractual services.
	3.6 Maximize the utilization of other community resources, where available and appropriate.	3.6 Number of residents obtaining services through JTPA and other "free" services.
4. Increase money management skills of residents.	4.1 Education of residents in money management skills.	4.1 Percentage of residents' budget devoted to essential expenditures (e.g., public aid, family support) and savings.
	4.2 Maximize amount of money saved by residents when they exit the CCC program.	4.2 Average money saved by residents upon release.

Illinois Department of Corrections-Human Services Plan
Chapter 2

Table 2-18
Program Services Data

	<u>FY 85 Actual</u>	<u>FY 86 Estimated</u>	<u>FY 87 Projected</u>
<u>COMMUNITY CENTERS</u>			
Expenditures & Appropriations	\$9,349.2	\$11,696.9	\$10,950.2
Less Room & Bd. Pd. by Residents	<u>- 389.9</u>	<u>- 595.4</u>	<u>- 625.2</u>
Total	\$8,959.3	\$11,101.5	\$10,325.0
Residents (Avg. Daily Pop.)	723	777	783
Residents- Total Number Served	2,391	2,322	1,566
Total Number of Staff (EOY)	168	200	203
Performance Indicators:			
Cost/Average Daily Population	\$12,392	\$14,288	\$13,186
*Cost/Number Inmates Served	\$ 3,747	\$ 4,781	\$ 6,593

*This cost figure is calculated by taking the Net Expenditures and Appropriations (expenditures and appropriations minus room and board) for the fiscal year and dividing by the total number of recipients receiving Community Correctional Center services during the fiscal year.

Chapter 3

Community

Supervision

PROVIDING SAFETY TO THE PUBLIC
THROUGH EFFECTIVE COMMUNITY SUPERVISION

Issue Definition

The average agent caseload ranges from 60 cases in outlying rural areas to 150 in the congested neighborhoods of Chicago. The typical caseload consists of releasees with any number of problems, including:

- releasees who have been arrested for committing or suspicion of committing a crime
- releasees who are unemployed, many of whom do not possess the skills to sufficiently look for a job
- releasees with alcohol or drug problems
- releasees involved in gang-related criminal activities
- releasees without a place to live and no money
- releasees in need of mental health evaluation, monitoring or treatment

Each releasee has a unique set of problems and needs struggling daily to fit in to society. Meeting these needs, agents must walk through dangerous housing projects or travel hundreds of miles to supervise sometimes hostile releasees. How can one person provide required services, be a counselor and police an average of 80 people 24 hours a day?

The Community Services Division is taking steps to ensure that each releasee is supervised with the proper mix of service provision and surveillance/personal contacts. The challenge continually facing community supervision is how to provide public protection and services to releasees with limited resources.

Background

More Class X offenders and murderers with longer prison stays are being released to the community. In calendar year 1985, 62 murderers and 980 Class X inmates were released. Over a third (38%) of the community supervision population are murderers, Class X or 1 offenders - an increase from just 24.5% in 1981. The percentage of violent inmates being supervised in the community will continue to increase. In addition, the population and average caseload per agent has increased since fiscal year 1981.

Illinois Department of Corrections-Human Services Plan
Chapter 3

Table 3-1
Average Caseload, Number of Agents & Caseload Per Agent

	FY 81	FY 82	FY 83	FY 84	FY 85	FY 86 (est)	FY 87 (proj)
Average Daily Caseload	8,304	8,247	9,706	9,315	8,916	9,521	10,024
Average Number of Agents	124	121	119	112	114	124	123
Average Caseload Per Agent	67	68	82	83	78	77	81

Issue Analysis

Recent efforts by community supervision have addressed public safety concerns. In 1981, 69% of all violators returned to prison had committed a new crime. Today, less than half (47%) are returned for new offenses. This is the result of removing violators from the community before new crimes are committed. In addition, the percentage of all violators returned to prison as part of the total population nearly doubled from fiscal year 1981 through 1984, declining only slightly since.

The cooperation of community agencies has assisted in providing quality service to releasees in career-oriented fields. These services include employment, vocational and educational training. A larger percentage of the releasees are employed or are receiving training than three years ago.

In most cases, the focus for the agent is shifting from providing direct services and counseling to being a broker of services between community resources and releasees' needs. This responsibility has been in conjunction with the agent's primary function of public protector. To complete this change required a restatement of purpose and a more centralized management structure.

Action Plan

Efforts to identify priorities for the Division and agents began in fiscal year 1986 and will continue through 1987. The elimination of conflicting expectations began with the revision of the Division's Mission Statement reflecting a new public safety focus. It reads:

TO ASSIST IN THE PROTECTION OF THE PUBLIC BY MINIMIZING
THE UNLAWFUL CONDUCT OF PRISON RELEASEES THROUGH A
SYSTEM OF DIFFERENTIAL PAROLE SUPERVISION.

Accomplishment of this mission is dependent upon an effective classification system, individualized supervision plans, strong management requiring accountability, and staffing patterns maximizing the available resources. Fiscal year 1986 saw the revision of the classification system and the implementation of procedures for supervision plans, resulting in increased accountability of both the offender and agent.

Community supervision was also reorganized into a single statewide system under the direction of one superintendent in 1986. This

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eliminated the separate management structures in Chicago and downstate districts. This, however, reduced ten districts to eight resulting in supervisors having more offices (both a district and one to three satellite offices) and agents to supervise.

In order to handle the change in supervision population and excess duties of supervisory staff, the following staffing changes recently occurred.

- Assistant supervisor positions have been created in each parole district to assist with case management and other supervisory duties. Their primary function will be to manage the satellite office and assist the supervisor in managerial and advisory tasks. This will free the supervisor to handle the routine supervisory duties of the parole district.
- CPA III's will manage the highest risk cases. By transferring the office supervision duties to the assistant supervisor, the CPA III's will have the necessary time to supervise the cases with the greatest technical complexity, including Guilty but Mentally III, Sexually Dangerous Persons, Mentally III, addicts, recidivists, etc.
- Attempts will continue to provide a structured program of supervisory management and control. Agents will continue to supervise caseloads with the use and benefit of a validated classification system and supervision strategy guidelines which are still in development. Combinations of supervision strategies will be applied to each releasee as determined by his/her risk to public safety and needs as outlined in the supervision plan. Supervision approaches, including frequencies of visits, arrest checks, reporting procedures, file review, and reclassification, will be developed. This will assist in minimizing unlawful conduct with maximum use of available resources. Services and surveillance will be provided through newly constructed staffing patterns based on agent skills and interests, and geographic structure.

Quality employment assistance will be emphasized during fiscal year 1987. Employment vendors will be required to provide services which are aimed at finding meaningful, career-oriented jobs and providing training which emphasizes job retention rather than simple job procurement.

The re-emphasis of the public safety priority will be achieved by shifting from caseload counseling to risk control. This was begun with the revision of the mission statement to reflect risk management objectives, negotiating with vendors for specific services and re-establishing an improved supervisory structure. Community supervision will continue to provide public protection by supervising releasees at appropriate levels and connecting them with necessary services while getting best use of available resources.

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Table 3-2

Activity Measures of Community Services

	<u>FY 81</u>	<u>FY 82</u>	<u>FY 83</u>	<u>FY 84</u>	<u>FY 85</u>	<u>FY 86</u> <u>Est</u>	<u>FY 87</u> <u>Proj.</u>
Population(EOY)	8,382	8,817	10,038	8,557	9,173	9,727	10,233
Total Number of Releasees Returned	1,729	2,413	3,220	3,120	3,011	3,197	3,282
Percent of Returns to Population	21%	27%	32%	37%	33%	33%	32%
Number of Technical Violators Returned	530	1,208	1,440	1,470	1,628	1,691	1,836
Number of New Sentence Returns	1,199	1,205	1,780	1,650	1,383	1,506	1,446
Percent of Returns for New Sentences	69%	50%	55%	53%	46%	47%	44%
Total Number of Completed Supervision Terms Per Year	1,846	1,895	1,641	1,782	1,850	3,064	3,528
Percent of Releasees Employed or in Training	37%	36%	29%	32%	32%	38%	-

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Appendix

** Map*

** Statutory Authority*

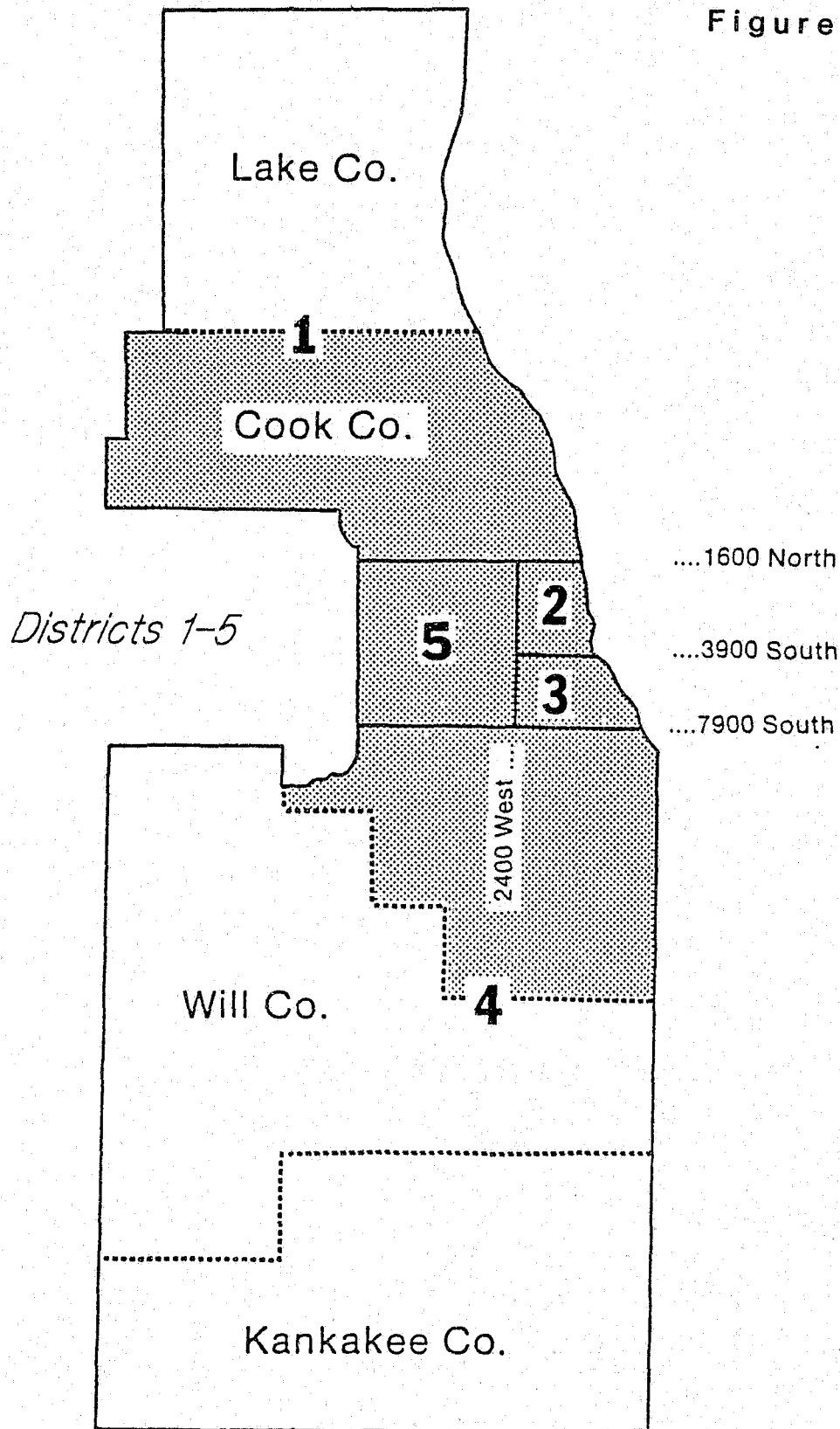
** Summary of Services*

** Mission, Goals, & Objectives*

** Data Tables*

Illinois Department of Corrections
Community Supervision

Figure 3-1

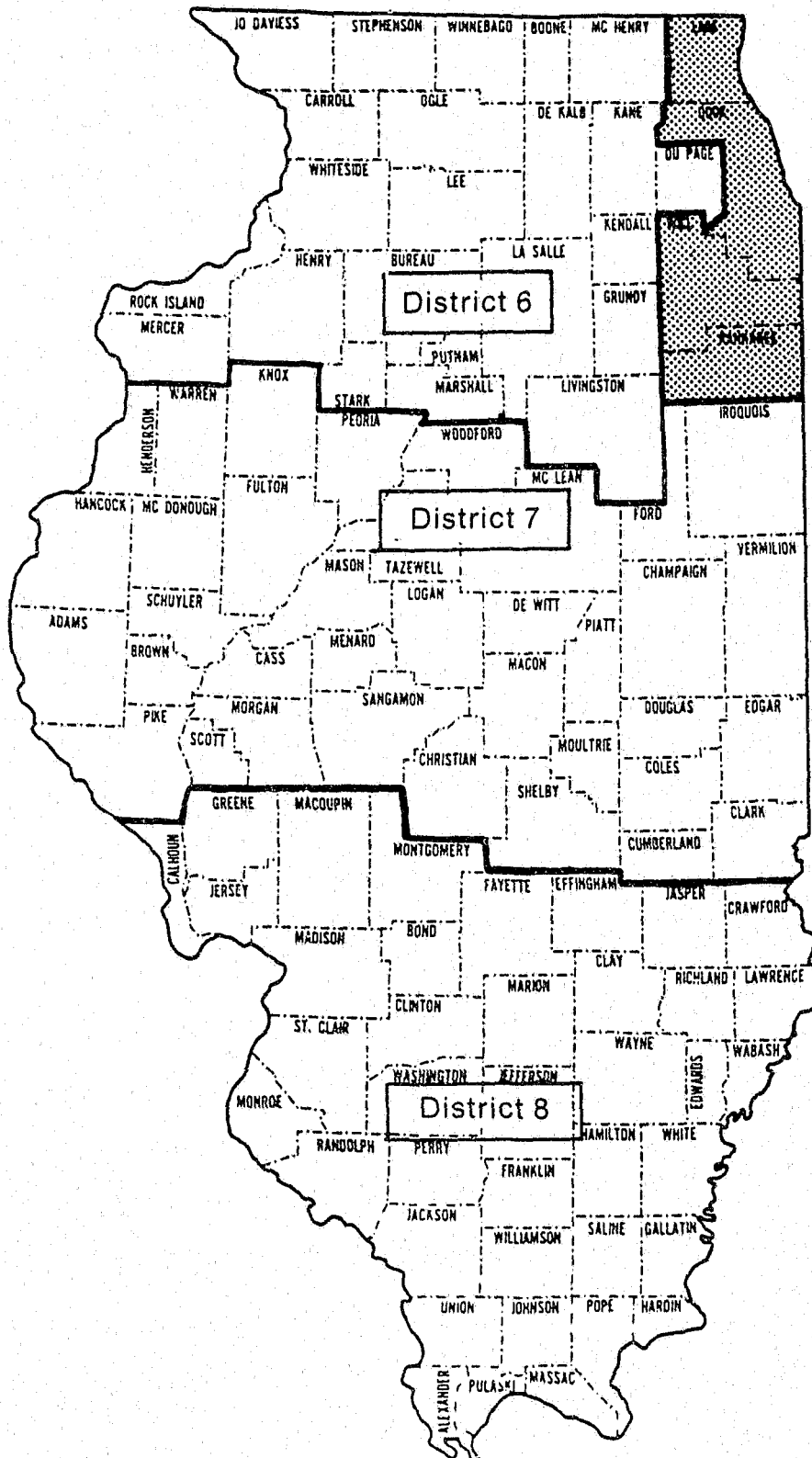


Illinois Department of Corrections

Community Supervision

Figure 3-2

Districts 6-8



ADULT COMMUNITY SUPERVISION

Statutory Authority

Community Supervision receives its statutory authority from the Illinois Revised Statutes, Chapter 38:
Article 2, Section 1003-2-2:

- "(e) To establish a system of supervision and guidance of committed persons in the community."

Article 14, Parole and After-Care, Section 1003-14-2:

- "(a) The Department shall retain custody of all persons placed on parole or mandatory supervised release or released pursuant to Section 3-3-10 of this Code and shall supervise such persons during their parole or release period in accord with the conditions set by the Prisoner Review Board.
- (b) The Department shall assign personnel to assist persons eligible for parole in preparing a parole plan. Such Department personnel shall make a report of their efforts and findings to the Prisoner Review Board prior to its consideration of the case of such eligible person.
- (c) A copy of the conditions of his parole or release shall be signed by the parolee or releasee and given to him and his supervising officer who shall report on his progress under the rules and regulations of the Prisoner Review Board. The supervising officer shall report violations to the Prisoner Review Board and shall have the full power of peace officers in the arrest and retaking of any parolees or releasees or the officer may request the Department to issue a warrant for the arrest of any parolee or releasee who has allegedly violated his parole or release conditions. A sheriff or other peace officer may detain an alleged parole or release violator until a warrant for his return to the Department can be issued. The parolee or releasee may be delivered to any secure place until he can be transported to the Department.
- (d) The supervising officer shall regularly advise and consult with the parolee or releasee, assist him in adjusting to community life, inform him of the restoration of his rights on successful completion of sentence under Section 5-5-5.
- (e) The supervising officer shall keep such records as the Prisoner Review Board or Department may require. All records shall be entered in the master file of the individual."

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Section 1003-14-3

"Parole Services. To assist parolees or releasees, the Department may in addition to other services provide the following:

- (1) employment counseling, job placement, and assistance in residential placement;
- (2) family and individual counseling and treatment placement;
- (3) financial counseling;
- (4) vocational and educational counseling and placement; and
- (5) referral services to any other State or local agencies.

The Department may purchase necessary services for a parolee or releasee if they are otherwise unavailable and the parolee or releasee is unable to pay for them. It may assess all or part of the costs of such services to a parolee or releasee in accordance with his ability to pay for them."

Summary of Services

- Placement Investigation. An investigation of the proposed release program is completed by an assigned parole agent prior to release from a correctional facility. The investigation includes an assessment of employment, academic or vocational training programs available to the releasee. This allows the agent to become familiar with the resources and support available to the releasee. If the plan is unsuitable, an alternate plan is developed in cooperation with the Field Service Office at the institution.
- Release Agreement. At the time of release from a correctional facility, the releasee signs an agreement acknowledging the rules of conduct and special conditions of release as promulgated by the Prisoner Review Board.
- Supervision Of Releasee. Contact between the releasee and the parole agent is established within two working days after arrival in the community. A face-to-face interview takes place as soon as possible but at no time more than five working days following the initial contact. The releasee and agent jointly develop objectives and a supervision plan incorporating provisions necessary for proper supervision, reporting, and compliance with the release agreement. Regular face-to-face visitations occur between the parole agent and the releasee. When necessary and possible, the agent also visits the releasee's family and appropriate community service programs. Visits are scheduled and non-scheduled.

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- Interface With Law Enforcement. District office supervisors and parole agents establish and maintain effective communication and working relationships with law enforcement agencies and judicial systems. Regular contacts with law enforcement agencies are maintained, both in relation to individual releasees and for discussions concerning mutual concerns and interests.
- Interface With Community Resources. The agents use a wide range of community-based services to provide the releasee with the opportunity to make a successful adjustment to the community. An example of this interface are the coordination agreements with local Job Training Partnership Act (JTPA) entities as required by the Governor's Coordination and Special Services Plan. Other formal service arrangements exist with the Illinois Job Service (Job Service/ Corrections Project funded under Wagner-Peyser, Section 7B) and with community-based providers funded through Title XX Donated Funds Initiative (DFI) as administered by the Illinois Department of Public Aid. Numerous other formal and informal, nonfinancial agreements exist for other services critical to releasee needs.
- Reporting Violations. The agent reports violations of releasee agreement to the Prisoner Review Board. The agent has the power of a peace officer in the arrest and apprehension of a releasee. Following due process procedural rights of the releasee, the agent assists the Prisoner Review Board in providing the information necessary for the Board to make decisions regarding revocation of the releasee's parole.
- Linkage With Prisoner Review Board. The agent reports to the Prisoner Review Board the progress of the releasee while under supervision and, when appropriate, according to procedures of the Prisoner Review Board, provides a summary of adjustment with the recommendation concerning early discharge of the releasee from supervision.

MISSION: "TO ASSIST IN THE PROTECTION OF THE PUBLIC BY MINIMIZING THE UNLAWFUL CONDUCT OF PRISON RELEASEES THROUGH A SYSTEM OF DIFFERENTIAL PAROLE SUPERVISION."

TABLE 3-3
Community Supervision
Goals, Objectives & Results
Fiscal Year 1986

<u>GOALS</u>	<u>OBJECTIVES</u>	<u>RESULTS AS OF 12/31/85</u>
1. To manage an expanded Apprehension Unit.	1.1 Establish a series of Administrative Directives for the operation of Apprehension Unit services.	1.1 Administrative Directives have been drafted and are in the review process.
	1.2 Establish performance measures for Apprehension Unit services.	1.2 Shift supervisors have been hired to increase the accountability of Apprehension Unit staff.
	1.3 Establish and deliver in-service training designed specifically for Apprehension Unit Specialists.	1.3 Training plan for Apprehension Specialists which ties training specifically to job duties have been submitted.
	1.4 Establish audit criteria for Apprehension Unit services in compliance with 1.1 and 1.2.	1.4 Audits will be conducted after the implementation of Administrative Directives.
2. To secure services for releasees with mental health treatment needs.	2.1 Establish service linkages with the Department of Mental Health/Developmental Disabilities regional offices.	2. The Division continues to work with Mental Health authorities as needed on a case-by-case basis.
	2.2 Establish service/linkages with community-based mental health providers.	
	2.3 Establish Administrative Directives for management of releasees with mental health needs.	
3. To maintain accreditation for Community Supervision.	3.1 Maintain compliance with original 96% of standards.	3.1 Annual certification statement has been completed and filed by 8/15/85.
	3.2 Achieve compliance with six additional standards.	3.2 Action plans will be implemented on 3 standards by May, 1986. A fourth standard has been referred to the Standards Committee for clarification. The two remaining standards have yet to be fully implemented.
4. Achieve single offender-based M.I.S. for Community Supervision	4.1 CIMIS initialization of workload data file.	4.1 Case action enter replacement by CIMIS "parole add" transaction was deferred to the offender system redesign.
	4.2 Complete merger of workload data into CIMIS.	4.2 Merger deferred to after implementation of adult institution offender system redesign.

TABLE 3-4
Community Supervision
Goals, Objectives & Performance Measures
Fiscal Year 1987

<u>GOALS</u>	<u>OBJECTIVES</u>	<u>PERFORMANCE MEASURES</u>
1. To re-emphasize public safety priority of Community Supervision.	1.1 Shift agency posture from caseload-counseling to risk-reducing offender control.	1.1a Publication of a revised mission statement reflecting risk management agency objectives.
		1.1b Supervisors and CPA III's trained in objectives-based case management.
		1.1c CPA I's & II's trained in risk-control outcome supervision planning.
		1.1d Implementation of specialized caseloads differentiated by offender risk.
	1.2 Evaluate risk-control effectiveness of institutional academic/vocational training.	1.2a Monthly reports of employment, training and supervision outcome submitted to independent A.V.T. research contractor.
		1.2b Ongoing A.V.T. evaluation remodel developed.
	1.3 Direct Community Resources to address those offender needs which most impact public safety.	1.3a Allocation of Title XX DFI funds tied to public safety concerns.
		1.3b Provide all releasees with basic identification cards, social security numbers and initial application for general assistance, where necessary.

TABLE 3-4 (Continued)

Community Supervision
Goals, Objectives, and Performance Measures
Fiscal Year 1987

<u>GOALS</u>	<u>OBJECTIVES</u>	<u>PERFORMANCE MEASURES</u>
	1.4 Improve ability to identify releasees arrested in City of Chicago.	1.4a Automated interface of Chicago P.D. records check to IDOC data base. 1.4b Electronic transmission of CPD arrest reports to Community Supervision warrants office.
2. To demonstrate compliance with national standards of post-release supervision.	2.1 Maintain "accredited agency" status with the Commission on Accreditation for Corrections.	2.1a Annual certification statement by 8/15/86. 2.1b Enter re-accreditation contract with C.A.C. by end of fiscal year.
3. To develop a single offender-based management information system.	3.1 Integrate post-release case data into automated offender system.	3.1a CIMIS parole functions conversion into new offender tracking system. 3.1b Merger of case management system data into master offender data files????
4. Improve the efficiency of the Case Classification System.	4.1 Conduct initial validation of the instruments developed in fiscal year 1985, making necessary adjustments in values and cutting points for maximum predictability and assignment of reasonably sized caseloads. 4.2 Continue the improvements in error resolution, time-savings from data input, and savings instrument printing costs. 4.3 Prepare a validation report documenting all changes in fiscal year 1985 validation and initial fiscal year 1986 analysis of new instrument.	4.1 Conduct analyses & make necessary changes. 4.2a Reduction in errors returned to the field. 4.2b Cost savings in printing. 4.3 Report prepared.

TABLE 3-4 (Continued)

Community Supervision
Goals, Objectives, and Performance Measures
Fiscal Year 1987

GOALS	OBJECTIVES	PERFORMANCE MEASURES
5. Maintain linkage between classification system and discharge requests to the Prisoner Review Board.	5.1 Finalize Administrative Directive dealing with recommendations regarding early discharge from MSR.	5.1 Approval of Administrative Directive.
	5.2 Require agents to refrain from sending recommendations which do not meet release criteria.	5.2 Reduction in denied recommendations.
6. Maintain interagency cooperation between IDOC and other state-operated vendors and agencies.	6.1 Continue liaison with Department of Public Aid regarding initiation of public assistance paperwork in the institution to reduce problems at release and the number of homeless at release.	6.1 Reduction in number of homeless at release.
	6.2 Continue liaison with JTPA and Illinois Job Service in obtaining and retaining employment in modern fields where needs are high.	6.2 Number of releasees participating in JTPA and Job Service.
7. To increase the services provided as a result of agent liaison with contractual resources.	7.1 Require that employment vendors submit contracts with funds allocated to assist releasees in job retention rather than job procurement.	7.1 Contracts submitted.
	7.2 Allocate Title XX DFI funds to those services which most impact problems posed by offenders to the community.	7.2 Allocation of funds.
	7.3 Examine the success and problems with JTPA and Job Services Project.	7.3 Conduct analyses.

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Table 3-5

Community Supervision Population Overview

	<u>FY 82</u>	<u>FY 83</u>	<u>FY 84</u>	<u>FY 85</u>	<u>FY 86</u> <u>(est)</u>
Admissions:					
From Institutions/Community Centers	7,051	8,711	5,835	7,249	7,935
From Another State/Other	471	393	450	736	438
TOTAL	<u>7,522</u>	<u>9,104</u>	<u>6,285</u>	<u>7,985</u>	<u>8,373</u>
Exits:					
Final Discharge	1,895	1,641	1,782	1,850	3,064
Board-Ordered Discharge	1,848	3,078	2,501	1,842	1,080
Transfer to Another State	498	428	420	329	449
Charged with New Offense	1,299	1,712	1,797	1,468	1,506
Charged with Technical Violation	409	371	440	666	1,691
Death/Other	156	158	97	1,214	522
TOTAL	<u>6,105</u>	<u>7,388</u>	<u>7,037</u>	<u>7,369</u>	<u>8,312</u>
Population:					
Average Number of Agents	121	119	112	114	124
Average Daily Population	8,247	9,706	9,315	8,916	9,521
Average Caseload Per Agent	68	82	83	78	77
End of Fiscal Year Population	8,817	10,038	8,557	9,173	9,727

Table 3-6
Community Supervision Profile Comparison
End of Fiscal Year

	FY 84	FY 85	FY 86 (est.)
SEX			
Male	96%	96%	95%
Female	4%	4%	5%
RACE			
Black	64%	64%	62%
White	29%	30%	32%
Hispanic	6%	6%	6%
Other	1%	0%	0%
AGE			
17-20 yrs	8%	8%	6%
21-25 yrs	33%	33%	33%
26-30 yrs	26%	26%	26%
31-35 yrs	17%	17%	17%
36-40 yrs	7%	8%	9%
41 yrs & older	9%	8%	0%
Unknown	N/A	0%	
OFFENSE CLASS			
Murder	5%	4%	3%
Class X	25%	25%	23%
Class 1	7%	11%	12%
Class 2	34%	31%	29%
Class 3	19%	20%	18%
Class 4	9%	9%	8%
Misdemeanor	0%	0%	0%
Out of State			7%
Unknown	1%	0%	0%
COMMITTING COUNTY			
Cook	68%	67%	62%
Downstate	31%	33%	31%
Out of State			7%
Unknown	1%	0%	0%

FY 84 and FY 85 data represent only releasees who were incarcerated in Illinois.

FY 86 data include out of state releasees.

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Table 3-7
Program Services Data

<u>COMMUNITY SERVICES</u>	<u>FY 85 ACTUAL</u>	<u>FY 86 ESTIMATED</u>	<u>FY 87 PROJECTED</u>
Expenditures (\$ thousands)	\$6,270.9	6,932.8	\$5,914.0
Average Number of Parole Agents	114	124	123
Releasees receiving Community Supervision Services	16,542	17,546	18,368
Average Monthly Caseload	8,942	9,536	10,024
Cases Per Agent	78	77	81
Performance Indicators:			
Cost/Average Monthly Caseload	\$701	\$727	\$590
*Cost/Number of Releasees	\$379	\$395	\$322

*This cost figure is calculated by taking the total expenditures for the fiscal year and dividing by the total number of recipients receiving community supervision services during the fiscal year.

Chapter 4

Juvenile Institutions & Services

PROVIDING MENTAL HEALTH SERVICES
AND COMMUNITY SUPPORT TO JUVENILES

Issue Definition

Last fiscal year, 80% of the youths admitted to the Department of Corrections had a prior involvement with other state or local youth agencies. The Juvenile Division of the Department of Corrections is the last resort for troubled youths. The problems which resulted in their placement in the Department of Corrections are all manifested by breaking the law. The underlying causes, however, are as complex as the youth population. They vary from family problems, child abuse, substance abuse, to serious mental health problems.

The specific social problem of a youth compounds the difficult job of correctional staff. Not only must they protect the public from the violent youth, but also provide services and treatment. These services and support offer the youth a reasonable chance for a successful return to society. The issue is how to provide the services to youths who need mental health services and community support.

Background

Mental health problems range from severe psychosis to interpersonal problems in the family unit. The statistics on admissions for the past three fiscal years indicate that a significant percentage of Corrections' youths have such problems. These problems are identified by correctional staff during the reception process.

Table 4-1
Percent of Youths Admitted with Family or Mental Health Problems

	<u>FY 83</u>	<u>FY 84</u>	<u>FY 85</u>	<u>FY 86</u> <u>(est.)</u>
Total Admissions	1,368	1,287	1,101	1,274
Not living with a relative	8.2%	8.3%	10.0%	8.9%
Family in Stress or Disorganization	77.0%	73.9%	75.3%	79.1%
D.C.F.S. or Other Agency Guardian	14.5%	14.9%	12.9%	13.3%
Documented Child Abuse	10.3%	12.1%	9.4%	12.7%
Documented Child Neglect	17.1%	20.0%	15.7%	16.2%
Mental Health Problem Requiring Counseling or Special Placement At Time of Admission	58.8%	56.4%	67.7%	71.5%

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These problems are handled through a case management approach. The youth, institutional staff and parole agent work together to deal with the specific problems. The identification and treatment of youths' mental health problems occur throughout their custody from the point of admission to discharge from parole. Reception at IYC-St. Charles screens youths through the classification process. Mental health needs are provided through psychiatric therapy, individual psychological therapy and group therapy. The Department also operates three specialized psychiatric units for juveniles with severe problems. Capacity of these units totals 76. They are located at IYC-Joliet, IYC-St. Charles and IYC-Warrenville.

Shortly after admission a parole agent is assigned to the youth. The agent makes home visits, community contacts, and visits the youth to develop a complete social history. Cooperation between the agent and institutional staff results in a pre-release plan. For those youths with mental health concerns, the agent obtains special placement or services which are required for a youth's release.

Department of Corrections (DOC) staff also work with staff from the Department of Mental Health and Developmental Disabilities (DMHDD) and Department of Children and Family Services (DCFS). Approximately 200 of the youths are under joint custody of DOC and DCFS. With limited state resources, cooperation is essential in providing necessary services to the troubled youths of Illinois. Despite the cooperation, the provision of sufficient mental health services to youths in facilities and support services for youths on parole is still an issue.

Issue Analysis

The Division has used available resources to the maximum level, as shown in Table 4-2 below.

Table 4-2
Available Resource Usage - Special Placements

	<u>FY 83</u>	<u>FY 84</u>	<u>FY 85</u>	<u>FY 86</u>
Turnover of Corrections Specialized Mental Health Beds	3.78	3.29	3.10	2.40
Referrals to Department of Mental Health	81	117	153	62
Average Weekly Special Placements in the Community		59	60	64

The ability to identify alternative community placement for the special needs youth has had a positive effect. Previously, the facilities had to process these youths through the special needs units based on most serious need and to retain them in the institutions long past their projected exit date. The reduction in turnover in these units is reflective of the ability to place many of these youths in community placements.

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This allows those youths entering the Juvenile Division special needs units to remain until more appropriately stabilized.

In fiscal year 1986 community placements were found for 92 of the special needs youths. However, because of the need for special programming and the large number of special placements, the budget allocation was insufficient to maintain this level of placements. Therefore, the numbers have been reduced to reflect an average of 64 placements per week. At the time when placements were at the highest level (92), an additional 30 youths had been identified in the facilities who were candidates for special community placement. At any moment in time, approximately 1 out of every 10 youths in the Juvenile Division is identified as requiring special treatment and/or services due to mental health problems.

Action Plan

In Fiscal Year 1987, the Juvenile Division will augment its efforts in mental health and special placements through alternative resources. For example, IYC-St. Charles has redefined responsibilities of their mental health professionals to include group counseling for the general population. This, in addition to the use of master's degree candidates in social work or psychology as interns, has added to the counseling hours available to youth. IYC-St. Charles was also able to fill one additional mental health position. IYC-Joliet has reported a two-thirds reduction in serious incidents since hiring a psychiatric nurse and filling two mental health positions.

Concentrated efforts to identify other funding sources for alternative placements will continue. Currently, the Division is anticipating a \$225,000 grant from the Office of Juvenile Justice and Delinquency Prevention (OJJDP). This additional funding will assist in relieving pressure on the fiscal year 1987 budget. These funds will be directed toward the placement of 25 youths for whom DOC and DCFS have joint custody. Providing these community placements allows available facility resources to be directed to youths who are new admissions or otherwise not ready for return to the community.

Finally, the Juvenile Division is planning to reevaluate and update the current classification system, develop a reclassification system and develop a parole classification and workload management system. These new systems will enhance objective decision making processes and allow for the capturing of vital data relating to case management.

Efforts are continuing to provide sufficient levels of services to the youths committed to the Department of Corrections. These include using resources outside of the agency in addition to enhancing state resources. It is hoped that this concerted effort will improve life for the youths committed to the Department of Corrections.

Chapter 4

Appendix

- * Map*
- * Statutory Authority*
- * Summary of Services*
- * Mission, Goals, & Objectives*
- * Data Tables*

JUVENILE INSTITUTIONS AND SERVICES

Statutory Authority

The Juvenile Division receives its statutory authority in the Illinois Revised Statutes, Division X, Chapter 38, Paragraph 1003-2-5 (b):

"There shall be a Juvenile Division within the Department which shall be administered by an Assistant Director appointed by the Governor under the Civil Administrative code of Illinois. The Assistant Director shall be under the direction of the Director. The Juvenile Division shall be responsible for all persons committed to the Juvenile Division of the Department under Section 5-8-6 of this Code or Section 5-10 of the Juvenile Court Act."

Purpose and Organization Statement

The Illinois Department of Corrections Juvenile Division is responsible for providing care, custody, and rehabilitative programs for youths committed by the courts. The division includes seven (7) residential centers and twelve (12) field service districts under the Deputy Director.

Summary of Services

a. Illinois Youth Centers (IYC)

The Juvenile Division provides institutional programs and services in each of the seven (7) Illinois Youth Centers for youths committed to the Department. These service areas include:

- Reception. Male youths committed by the courts to the Illinois Department of Corrections Juvenile Division are received at the Reception Center which is located at IYC-St. Charles. Female commitments are received at IYC-Warrenville. During the reception process, staff collect and evaluate the documents submitted by the courts, as well as information pertaining to the youth's educational, behavioral, medical, and mental health history. An assignment coordinator then evaluates this information to determine the youth's level of risk and needs in order to determine the best available placement alternative for the youth.
- Orientation at Assigned Residential Facility. Within 15 days from the date of arrival at an Illinois Youth Center, each youth receives an orientation to the facility and/or program to which he/she has been assigned.
- Assessment and Assignment: A Program Assignment Committee initiates an assessment and assignment of each youth upon placement at an Illinois Youth Center. This committee reviews each youth's criminal, physical, academic, social and family history to determine placement and programming needs. Upon

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completion of this assessment, the committee recommends a particular living unit, a counselor/caseworker to be assigned, and a written program plan providing for a minimum of 30 hours of programming during the normal week and 4 hours of programming on weekends. This programming may include structured and unstructured activities provided by staff or volunteers, such as: academic or vocational programs, leisure time, crafts, institution-sponsored clubs and organizations, work, counseling, religion, on or off grounds cultural/social events, organized athletic activities, and specialized activities for youths.

- Review of Program Plan: At least every 30 days (90 days for felons) a documented case file review of an incarcerated youth's progress in relation to the objectives in his/her program plan is completed. A face-to-face review is completed at least every 90 days. At these reviews, input is obtained from staff concerning the youth's progress/problems, and current performance as compared to stipulations in the written program plan. The program plan is modified when appropriate. Requests for authorized absences are reviewed or recommended. If appropriate, modifications to the projected out date are recommended and reviewed.
- Security Services. Through custody and supervision, the Juvenile Division provides internal and perimeter security to prevent youths from injuring others or committing new crimes in the community.
- Clinical Services. Youths have a minimum of one weekly contact with a counselor or clinician. Mental health needs of youth are provided for through psychiatric therapy, individual psychological therapy, and/or group therapy when needed.
- Medical Services. Comprehensive health care is provided. These services include: physical examinations, emergency medical treatment, and diagnosis and treatment of medical and dental problems.

b. Field Services

The Juvenile Division provides services and supervision to youths in the community through the twelve (12) district parole offices which are divided into two correctional areas. Area I includes five (5) district offices located in Cook County and a district office in Aurora. Area II includes the district offices located in Rockford, Peoria, Springfield, Champaign, East St. Louis, and Marion. Programs and services which are designed to achieve successful community reintegration are provided through direct delivery by the Division staff and through contractual agreements. The Division also cooperates with the Illinois Department of Children and Family Services (DCFS) and the Illinois Department of Mental Health and Developmental Disabilities (DMHDD) in providing services and programs for youth. The services provided include:

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- Parole Supervision. A Correctional Parole Agent is assigned to each youth soon after the youth's admission into the Department. The parole agent makes a home visit and contacts other persons or agencies to construct a complete social history. Additionally, the parole agent monitors the youth's institutional adjustment and may visit the youth at an Illinois Youth Center. The parole agent cooperates with institutional staff in pre-release planning for the youth. In the community, the parole agent supervises a caseload of parolees and youths on extended authorized absences (EA) from the institutions. Parole agents act as a service and counseling advocate for these youths while maintaining desired levels of supervision. These duties include liaison work with the courts and law enforcement agencies in addition to developing or enlisting resources to help meet the educational, vocational, and/or counseling needs of the youth. When appropriate, parole agents provide crisis intervention services to youths experiencing problems in the reintegration process.
- Alternative Placements. A parole agent may be required to obtain alternative or emergency placements in a group or foster home for those youths unable to return to their natural home.
- Community Based Support Services. Counseling, advocacy, educational, and vocational and/or on-the-job training programs are often provided for youths with special needs.

MISSION: TO PROVIDE SECURE CUSTODY, REHABILITATIVE PROGRAMS AND AFTER CARE SERVICES FOR YOUTHS COMMITTED TO THE JUVENILE DIVISION BY THE COURTS. THESE SERVICES WILL BE PROVIDED CONSISTENT WITH THE CONSIDERATION FOR THE PUBLIC SAFETY AND THE WELFARE OF THE YOUTH.

TABLE 4-3
Juvenile Division
Goals, Objectives, & Results
Fiscal Year 1986

<u>GOALS</u>	<u>OBJECTIVES</u>	<u>RESULTS AS OF 12/31/85</u>
1. Reduce the number of youths with placement problems remaining in Illinois Youth Centers past the time they are considered parole eligible	<p>1.1 Identify such youth and monitor placement issues in on-going manner.</p> <p>1.2 Maintain Special Needs Unit to enhance efforts in finding community placement for youth with this need.</p> <p>1.3 Continue to converse and coordinate with other State and local agencies dealing with multi-placement issues.</p> <p>1.4 Find and utilize alternative placements.</p>	<p>1.1 Alternative Placement Report reviewed by Deputy Director and appropriate staff. Complied and distributed</p> <p>1.2 Special Needs Unit finds placement and supervise youth in need of alternative placement in Cook County.</p> <p>1.3 System has been initiated which allows identification and agreement of youth for whom DCFS and DOC have joint responsibility. Continuing to review all ongoing interagency agreement, as well as proposed agreements. No formal agreements signed.</p> <p>1.4 Utilizing Alternative Placement Report (monthly) and Juvenile Field Services Alternative Placement Weekly Expenditures Report identifying alternative placements being used and the number of service days.</p>
2. Standardize and improve policy, procedures and practice of transporting residents in the Juvenile Division.	<p>2.1 Develop comprehensive Administrative Directives, local procedures, and post descriptions to standardize local movement of residents.</p>	<p>2.1 Comprehensive Administrative Directives in draft form being held in abeyance pending outcome of budget issues. Local procedures and post descriptions developed to standardize local movement of residents.</p>

TABLE 4-3 (Continued)

Juvenile Division
Goals, Objectives, & Results
Fiscal Year 1986

<u>GOALS</u>	<u>OBJECTIVES</u>	<u>RESULTS AS OF 12/31/85</u>
	2.2 Enhance Statewide Transportation Unit to transport residents between Illinois Youth Centers and pick up parole absconders, escapees, and authorized absence violators at local detention centers.	2.2 Comprehensive Statewide Transportation Unit policy and procedures manual in draft form being held in abeyance pending outcome of budget issues.
3. Maintain progress toward accreditation by the Commission on Accreditation for American Correctional Association.	3.1 By June 30, 1986, complete reaccreditation of IYC-Joliet, IYC-Kankakee, IYC-Pere Marquette and IYC-Valley View.	3.1 IYC-Valley View completed reaccreditation certificate in January, 1986. IYC-Joliet will undergo reaccreditation audit in April, 1986. IYC-Kankakee and IYC-Pere Marquette will undergo reaccreditation audit in August, 1986.
	3.2 By June 30, 1986, complete accreditation of IYC-Harrisburg.	3.2 IYC-Harrisburg received accreditation certificate in August, 1985.
4. Improve program participation of youth on community status.	4.1 Increase the percentage of youth on community status who are engaged in school or employment by 5%.	4.1 District Supervisor Report on Program Participation submitted monthly. December, 1985 report indicates a 13% increase over December, 1984. In December, 1985 54% of youth on parole status were engaged in a full or part-time school or work, compared to 41% in December, 1984.
5. Improve educational/vocational opportunities for residents.	5.1 In cooperation with School District #428, undertake a division review of curriculum.	5.1 Review and amend the minimum competency survey.
	5.2 Develop new curriculum with emphasis on vocational training.	5.2 New vocational programs have been implemented at IYC-Harrisburg in the area of computer programming, plumbing, and electricity and career counseling. IYC-Warrenville expanded to include word processing.

TABLE 4-3 (Continued)

Juvenile Division
Goals, Objectives, & Results
Fiscal Year 1986

GOALS	OBJECTIVES	RESULTS AS OF 12/31/85
6. Continue progress toward upgrading of available mental health and physical well-being facilities available to residents.	6.1 By March 31, 1986, develop a Mental Health Services Plan in each Illinois Youth Center.	6.1 Mental Health Services Plans are provided for in local procedures manuals.
	6.2 Improve frequency and practice of medical services available to youth.	6.2 Through enhancements of medical contracts, medical services and administration have been upgraded.
	6.3 Upgrade and increase the amount of dental services available.	6.3 Through contractual services, IYC-Joliet and IYC-Valley View have increased services. Equipment has been installed on site at IYC-Valley View.
7. Develop a computer simulation model for purposes of projecting juvenile.	7.1 Conduct a thorough analysis of the juvenile system.	7.1 Completed and documented in flow chart format.
	7.2 Determine data needs necessary for simulations.	7.2 Design of the model was completed by June of 1985 and data elements identified.
	7.3 Extract and analyze necessary data.	7.3 All data needs have been met with the exception of Prisoner Review Board parameters.
	7.4 By September 30, 1985, produce a population projection for use in the budget process.	7.4 Code has been developed and debugged. The model still requires fine tuning in the area of parole board presentation.

TABLE 4-4

Juvenile Division
Goals, Objectives, & Performance Measures
Fiscal Year 1987

<u>GOALS</u>	<u>OBJECTIVES</u>	<u>PERFORMANCE MEASURES</u>
1. Continued improvement of youth population management and monitoring.	<p>1.1 Quarterly review of misdemeanor population by Deputy Director's office.</p> <p>1.2 Concentrated effort to combine all resources of Field Services and IYCs to identify additional community placements.</p> <p>1.3 Set divisional standards by centralizing the docketing process for establishing ARD dates at reception.</p>	<p>1.1 Decrease the average stay for the misdemeanor population beyond their original ARD by one month.</p> <p>1.2 Decrease the average number of youth in IYCs who are beyond their ARD due to the need for alternative community placement.</p> <p>1.3 Implement revised AD on docketing by September 1, 1986.</p>
2. Upgrade divisional information processing and distribution.	<p>2.1 Revise all applicable monthly reports and make recommendations to increase efficiency.</p> <p>2.2 Compile select monthly reports on a quarterly basis.</p> <p>2.3 Implement single youth identification number for the Juvenile Division.</p> <p>2.4 Insure a current index of JMIS reports is made available to all key administrators on a quarterly basis.</p> <p>2.5 Develop a PC User's Group.</p>	<p>2.1 Implement new monthly superintendent's Report on July 1, 1986.</p> <p>2.2 Information will be disseminated for the Juvenile Division on a quarterly basis.</p> <p>2.3 Implement revised AD by September, 1986.</p> <p>2.4 Documentation of quarterly distribution and updates.</p> <p>2.5 Increase operations usage and standardization of PC application.</p>
3. Improve provision of health education.	<p>3.1 Develop and implement a family life survey for the identification of health education needs.</p>	<p>3.1 Complete and compile a semi-annual review by December 31, 1986.</p>

TABLE 4-4 (Continued)

Juvenile Division
Goals, Objectives, & Performance Measures
Fiscal Year 1987

<u>GOALS</u>	<u>OBJECTIVES</u>	<u>PERFORMANCE MEASURES</u>
	3.2 In conjunction with School District #428 and health care administrators, develop and implement a special health care and family life curriculum.	3.2 Development and implementation of of new curriculum by December 1, 1986.
4. Standardize Youth personal property control and inventory.	4.1 Develop guidelines for youth personal property consistent throughout the Division.	4.1 Implementation of a compliance set of ADs by August 1, 1986.
5. Identification of training needs and on sit training.	5.1 In conjunction of with the Training Academy develop a comprehensive catalog of resources.	5.1 Distribution of catalog by January 7, 1987.
	5.2 Distribute quarterly schedule of all local and regional training.	5.2 Distribution of quarterly schedule on September 1, 1986, January 1, 1987, and April 1, 1987.
6. Standardize and improve policy, procedures and practice of transporting residents in the Juvenile Division.	6.1 Develop comprehensive Administrative Directives, local procedures, and post descriptions to standardize local movement of residents.	6.1 Approval of directives that outline policy and procedure regarding escort duty, vehicles used for security transportation, and transportation security requirements by December 1, 1986.
	6.2 Enhance Statewide Transportation Unit to transport residents between Illinois Youth Centers and pick up parole absconders, escapees, and authorized absence violators at local detention centers.	6.2 Develop comprehensive statewide Transportation Unit policy and procedures manual. Order necessary equipment within budgetary constraints, to implement plan. Hire and train staff, within budgetary confines, to implement plan.
7. Provide uniforms for security staff.	7.1 To have IYC-Joliet, IYC-St. Charles, IYC-Valley View and IYC-Harrisburg security employees in full uniform.	7.1 Development and implementation of a comprehensive Administrative Directive to address issue.

TABLE 4-4 (Continued)

Juvenile Division
Goals, Objectives, & Performance Measures
Fiscal Year 1987

<u>GOALS</u>	<u>OBJECTIVES</u>	<u>PERFORMANCE MEASURES</u>
8. Enhance the JMIS System to allow tracking of key data currently captured at reception.	8.1 Develop a reclassification instrument which will allow update and tracking of initial classification variables.	8.1 Implementation of reclassification instrument.

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Table 4-5
Program Services Data

	<u>FY 85 Actual</u>	<u>FY 86 Estimated</u>	<u>FY 87 Projected</u>
<u>JUVENILE INSTITUTIONS</u>			
Expenditures & Appropriations (\$ thousands)	\$29,298.1	\$32,641.8	\$34,331.0
Average Daily Resident Population	1,165	1,174	1,174
Total Number of Staff (EOY)	1,061	1,039	1,044
Total Number of Security Staff (EOY)	586	611	613
Performance Indicators:			
Cost/Average Daily Population	\$25,149	\$27,804	\$29,243
Total Staff/Youth	0.911	0.885	0.889
Security Staff/Youth	0.503	0.520	0.522
<u>JUVENILE FIELD SERVICES</u>			
Expenditures & Appropriations (\$ thousands)	\$3,088.9	\$3,221.7	\$3,203.2
Average Daily Parole Population	1,004	1,037	1,061
Performance Indicator:			
Cost/Average Daily Population	\$3,076	\$3,107	\$3,019

Table 4-6
Juvenile Division Population Overview
End of Fiscal Year

<u>Institutions</u>					
	<u>FY 82</u>	<u>FY 83</u>	<u>FY 84</u>	<u>FY 85</u>	<u>FY 86 (est.)</u>
Admissions to Facilities:					
New Delinquent	1,094	938	700	671	766
New Felon	26	45	66	60	64
Parole Violators	259	283	220	221	330
Recommitments/Other		102	301	252	104
TOTAL	<u>1,379</u>	<u>1,368</u>	<u>1,287</u>	<u>1,204</u>	<u>1,274</u>
Exits from Facilities:					
Parole		1,109	834	1,001	1,076
Discharge	N/A	172	179	209	220
Other		64	122	101	
TOTAL	<u>944</u>	<u>1,345</u>	<u>1,137</u>	<u>1,311</u>	<u>1,296</u>
Average Population:					
In-House	1,169	1,123	1,115	1,139	1,174
EA/AA	77	100	176	152	112
AP/ACS	69	51	45	51	124
TOTAL	<u>1,315</u>	<u>1,274</u>	<u>1,336</u>	<u>1,332</u>	<u>1,410</u>
Capacity:	1,249	1,249	1,165	1,165	1,174
Parole Rate:	82%	71%	72%	73%	82%
Length of Stay (months:					
Delinquents		11.5	12.1	13.2	13.8
Felons		17.5	22.7	23.8	25.4
Total		11.8	12.6	13.8	13.6
<u>Field Services</u>					
		<u>FY 83</u>	<u>FY 84</u>	<u>FY 85</u>	<u>FY 86 (est.)</u>
Admissions to Field Services:					
Paroled to Field Supervision		1,109	834	1,001	1,130
Transferred in from Another State		39	27	43	34
Other		76	52	57	0
TOTAL		<u>1,224</u>	<u>913</u>	<u>1,101</u>	<u>1,164</u>
Exits from Field Services:					
Discharged Favorable		533	459	436	358
Discharged to Adult		237	204	215	182
Discharged Other		85	163	161	196
Returned Parole Violators		283	220	221	330
TOTAL		<u>1,138</u>	<u>1,046</u>	<u>1,033</u>	<u>1,066</u>
Average Population:		1,105	963	1,004	1,037

Table 4-7
Juvenile Institution Profile Comparison
End of Fiscal Year

	FY 82	FY 83	FY 84	FY 85	FY 86
SEX					
Male	94.9%	94.4%	94.1%	93.2%	95.0%
Female	5.1%	5.6%	5.9%	6.8%	5.0%
RACE					
White	33.8%	30.9%	29.2%	28.1%	29.1%
Black	58.0%	59.6%	61.3%	62.3%	60.9%
Hispanic	07.8%	8.6%	8.6%	8.8%	9.1%
American Asian	0.1%	0.1%	0.1%	0.1%	0.1%
American Indian	0.3%	0.6%	0.8%	0.7%	0.7%
Other	0.1%	0.1%	0.0%	0.0%	0.1%
AGE					
13	0.9%	1.0%	1.8%	0.8%	1.1%
14	6.3%	6.6%	5.5%	6.1%	6.4%
15	16.9%	16.4%	15.2%	14.8%	16.1%
16	32.3%	32.2%	29.6%	29.0%	29.1%
17	26.9%	27.3%	29.6%	27.9%	26.4%
18	10.3%	10.0%	11.9%	14.6%	12.7%
19	03.8%	4.2%	4.0%	4.7%	5.4%
20	2.0%	2.1%	2.2%	1.8%	2.7%
21	2.2%	0.0%	0.0%	0.1%	0.0%
Missing	0.2%	0.1%	0.1%	0.1%	0.1%
OFFENSE CLASS					
Murder	3.5%	4.1%	3.8%	3.8%	4.5%
Class X	17.6%	18.9%	16.2%	16.4%	16.5%
Class 1	3.0%	10.3%	15.4%	17.0%	18.8%
Class 2	30.1%	28.2%	26.4%	23.6%	21.9%
Class 3	10.2%	11.2%	12.1%	12.3%	12.0%
Class 4	2.0%	1.6%	1.4%	1.3%	0.8%
Class A	13.5%	18.4%	18.7%	20.5%	22.7%
Class B	0.3%	0.4%	0.5%	0.5%	0.7%
Class C	0.4%	0.4%	0.3%	0.5%	0.5%
Other	19.5%	0.4%	0.5%	0.3%	0.4%
Missing		6.1%	4.5%	3.8%	1.1%
COMMITTING COUNTY					
Cook	66.8%	67.0%	65.6%	62.0%	58.3%
Downstate	33.2%	33.0%	34.4%	38.0%	41.6%
OFFENSE TYPE					
Court Evaluation	2.9%	2.9%	6.7%	7.2%	5.2%
Delinquent	91.0%	88.0%	81.7%	80.1%	80.1%
Felon	5.6%	8.2%	10.6%	12.2%	14.1%
Hab. Criminal	0.3%	0.8%	0.9%	0.6%	0.6%
Misdemeanant	0.1%	0.0%	0.1%	0.0%	0.0%

Profile totals reflect resident counts, authorized and extended absences, unauthorized absences, and other temporary custody counts as of the end of each fiscal year.

Table 4-8
Facility Capacity Levels
End of Fiscal Year

	FY 80	FY 81	FY 82	FY 83	FY 84	FY 85	FY 86	FY 87	FY 88
	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Est.</u>	<u>Proj.</u>
Dixon Springs	60	60	78	78	***	--	--	--	--
Hanna City		90	90	120	120	***	--	--	--
Harrisburg	--	--	--	--	125	125	200	200	280
Joliet	134	134	180	180	180	180	180	180	228
Kankakee	50	48	56	56	58	58	60	60	60
Pere Marquette	60	60	75	75	78	78	80	80	80
St. Charles	300	300	402	378	349	349	318	318	318
Valley View	222	222	265	265	250	250	228	228	228
Warrenville (DuPage)	56	56	73	97	125	125	112	112	112
Chicago	30	Closed	--	--	--	--	--	--	--
Morris	30	Closed	--	--	--	--	--	--	--
VAST	25	Closed	--	--	--	--	--	--	--
Huling Home for Girls	10	Closed	--	--	--	--	--	--	--
Total Capacity	1,067	970	1,249	1,249	1,165	1,165	1,178	1,178	1,306

***Transferred to Adult Division for Work Camps

Chapter 5

Administration

MAINTAINING GENERAL OFFICE
PRODUCTIVITY THROUGH AUTOMATION

Issue Definition

The Department of Corrections continues to expand. Fueled by the growth in the adult and juvenile population, the staffing requirements have also increased. For the first six months of fiscal year 1986, the total custody population has grown by 1,542 to 30,653. If this increase continues through the fiscal year, the total custody population will have increased by 10.3 percent. Coupled with this population growth is an increase in department staff, capacity and costs.

- Between fiscal years 1984 and 1986, rated capacity increased 41.5% or 5,738 beds.
- During this same time, 2,521 employees were added. Today, over 10,000 people work for the Department of Corrections.
- The Department's general revenue budget increased over these three years by \$125 million or 50.4%.
- The General Office staffing remained the same.

The concern is how the quality and quantity of services provided by the General Office staff can be maintained following this rapid growth.

Background

The General Office staff responsibilities have expanded with this growth. The Administration and Planning staff must prepare and monitor the budgets for 35 separate appropriations, process over 130,000 vouchers per year, provide information support to 35 chief administrative officers and oversee the construction of 3 new prisons. Employee and Inmate Services must develop, standardize and review services provided to 10,000 employees and 30,000 inmates, juveniles and releasees. Meanwhile, the Inspections and Audits Bureau is conducting annual fiscal and program audits and investigating crimes and misconduct at over 60 facilities and offices located the length and width of the state.

Issue Analysis

The Departmental growth, however, has not been countered by equal growth in the General Office staff. The number of General Office staff increased from 370 at the end of fiscal year 1983 to a planned 408 for June 30, 1986. Sixteen (16) of the 38 increase resulted from new functions being transferred to General Office in fiscal year 1985. These were Juvenile Program Services with 11 staff, Worker's Compensation with 3 and Telecommunications Repair with 2. The ratio of General Office staff to the total Departmental staff has decreased over the past few years. Since 1983, the General Office productivity increased between 20% and 42% depending which measure is used, a minimum productivity increase of about 17% per year.

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Table 5-1
General Office Productivity Measures
FY 83 - FY 86

	<u>FY 83</u>	<u>FY 84</u>	<u>FY 85</u>	<u>FY 86</u> <u>(3/31)</u>
Total General Office Staff	370	363	395	411
Total IDOC GRF Staff	7,398	8,443	9,743	10,228
Ratio: General Office to Total Staff	0.0500	0.0430	0.0430	0.0402
% Decrease from base year to 1986	20.44%	7.45%	1.35%	0.00%
Actual Expenditures (\$ thousands)	\$243,652.6	\$288,719.1	\$334,244.3	\$381,683.0
Percent Increase	3.7%	18.0%	15.0%	14.2%
Expenditures/General Office Staff				
% Change '86 from base year	42.4%	17.9%	10.3%	0.0%

This inequity of growth has severely strained the General Office staff in all areas. Turnover rates reflect this as the first six months of fiscal year 1986 projects an annual rate of 22.2 percent. For the Department to effectively administer its facilities and programs, the current staff must be augmented.

Action Plan

The Department of Corrections is constantly striving to improve the efficiency and management of its operation. One method of increasing workload efficiency is to reduce manual processing and provide more information through automation.

In fiscal year 1984, the Department of Corrections developed an Information Systems Plan (ISP) to project its information processing needs for the next five years. The ISP called for the design and installation of 27 systems by the end of fiscal year 1989. Now two years later, only two minor systems have been completed, with some work on ten other systems.

Fiscal year 1985 saw the completion of the preliminary design of the offender system and budgetary accounting system. In fiscal year 1986 funds were appropriated for the acquisition of software called for in the

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ISP to run the recommended systems totalled \$504,000 (\$287,500 for the new IDMS/R database and \$217,000 for an accounting, general ledger and accounts payable package that must be modified to meet State accounting practices). The statuses of these systems are:

Table 5-2
Status of Current Data Processing Projects

<u>Module</u>	<u>% Complete</u>
Keys and Locks	100%
Trust Fund Installation	100%
Offender Tracking	30%
Population/Capacity	
Programs/Assignments	
Visitors	
Disciplinary Action	
Budgetary Accounting	30%
General Ledger	
Accounts Payable	
Interim Budgeting	33%

In addition to the status shown for the Offender Tracking System modules, the Department is about to place the final two phases under contract at an estimated \$2 million cost. This project will provide for the conversion of the existing system's functions in the fall of 1987 and completion of the expanded functions in the spring of 1988.

In fiscal year 1987 and 1988, in-house fiscal and data processing staff will be used to complete the implementation of the accounting, general ledger and accounts payable packages. This project will be completed by the spring of 1988 and will allow the phasing out of the obsolete and costly Burroughs posting machines currently in use.

The fiscal year 1987 budget request for electronic data processing (EDP) is \$3,427,300. Of this total, \$1,662,300 is for maintenance, \$1,435,000 is for offender tracking development and \$230,000 for budgetary accounting. The offender system is already delayed from April 1986 to June 1988. The delay for the Offender System is risky because the current system operates on obsolete technology subject to total failure. Implementation of the accounting system is scheduled for April 1988. Institutions are currently using obsolete Burrough's posting machines or manual ledgers for tracking expenditures, both are time consuming and subject to error.

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For the short run the present manual systems must be maintained while the automated systems are constructed and installed. In the long run automation will restrain the increasing workload of the General Office. However, the Department's growth, the expanding responsibilities of the General Office staff, and the increased reliance on accurate and readily available decision-making information will continue to expand the workload of the General Office staff. Staff expansion must occur in areas that were absorbed by the General Office, such as telecommunications and worker's compensation. There are other areas in which automation will not effectively reduce workload. These staff also must eventually be increased.

Chapter 5

Appendix

**** Statutory Authority***

**** Mission***

**** Summary of Services***

ADMINISTRATION

Statutory Authority

Chapter 38; 1003-2-3, 6-1 and 6-2 provides that: "The Director shall establish such Divisions within the Department . . . as shall be desirable," and that, "all institutions and programs shall conform to the minimum standards under this Chapter."

Also, the Department, under the Unified Code of Corrections is mandated the authority and responsibility to:

- Maintain and administer all State correctional institutions and facilities under its control and establish new ones as needed. The Department designates those institutions which constitute the State Penitentiary System.
- Maintain records of persons committed to it and establish programs of research, statistics and planning.
- Investigate the grievances of any person committed to the Department and inquire into any alleged misconduct by employees; and for this purpose it may issue subpoenas and compel the attendance of witnesses and the production of writings and papers, and may examine under oath any witnesses who may appear before it.
- Appoint and remove the chief administrative officers, and administer programs of training and development of personnel of the Department. Personnel assigned by the Department are responsible for the custody and control of committed persons.
- Cooperate with other departments and agencies and with local communities for the development of standards and programs for better correctional services in this State.
- Administer all monies and properties of the Department.
- Report annually to the Governor on the committed persons, institutions and programs of the Department.
- Report quarterly to the Legislature on population, capacity and programs.
- Make all rules and regulations and exercise all powers and duties vested by law in the Department.
- Do all other acts necessary to carry out the provisions of the statutes.

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Purpose, Organization, and Mission Statement

The Administration program area is responsible for providing management support to the Director and Executive staff and program support to the three operating Divisions: Adult Institutions, Community Services, and Juvenile. This program area includes the Director's support staff and the three service bureaus: Bureau of Administration and Planning, Bureau of Employee and Inmate Issues, and Bureau of Inspections and Audits.

The Administration program area defines its mission as:

MISSION: TO ASSIST IN THE DEVELOPMENT, COORDINATION, AND MONITORING OF DEPARTMENT WIDE POLICY AND PRIORITIES WHICH MEET THE BASIC NEEDS OF ITS CONSTITUENT POPULATION, WHILE PROVIDING FOR THE PUBLIC SAFETY.

Summary of Services

a. Director's Support Staff

The Director's support staff serve as the Director's liaison with the general public, the legislature, executive, and judicial branches of government. In addition, technical assistance is provided in meeting compliance with the American Correctional Association (ACA) Accreditation Standards. The functional units are:

- (1) Intergovernmental Affairs
- (2) Public Information
- (3) Accreditation and Standards

b. Bureau of Administration and Planning

This Bureau performs the central administrative functions of the Department. These functions include developing and monitoring budget and fiscal activities, property management, and inventory control; coordinating the repair, maintenance, and construction of Department capital projects; maintaining and developing automated word processing and information systems; and developing and conducting data analysis for policy implementation and problem resolution. The functional units are:

- (1) Planning and Budget
- (2) Capital Programs
- (3) Information Services
- (4) Fiscal Services

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c. Bureau of Employee and Inmate Issues

This Bureau performs a critical service in establishing standards for service delivery; reviews inmate complaints; coordinates employee services; develops and coordinates academic and vocational programming; and in collaboration with the various divisions, ensures the delivery of effective training for correctional personnel that will facilitate the accomplishment of the Department mission, goals, and objectives. The functional units are:

- (1) Advocacy Services
- (2) Labor Relations
- (3) Health Care Services
- (4) Inmate Issues
- (5) Legal Services
- (6) Policy and Directives
- (7) Records Office
- (8) School District #428
- (9) Training Academy
- (10) Affirmative Action
- (11) Personnel

d. Bureau of Inspections and Audits

This Bureau performs the central inspection and auditing of departmental standards through internal fiscal audits and internal operations and program audits; provides periodic canine unit assistance in shakedowns of departmental facilities; conducts internal investigations; and monitors operations of county jails for compliance with detention standards. The functional units are:

- (1) Canine
- (2) Detention Standards and Services
- (3) Internal Fiscal Audits
- (4) Internal Investigations
- (5) Internal Operations and Program Audits

Plan Review & Comments

Plan Amendments

I. PUBLIC REVIEW AND COMMENTS

A. Procedures

Section 7(a) of P.A. 79-1035, stipulates that each agency "shall, after submission of the plan to the General Assembly give notice of availability of the Plan, make copies of the plan publicly available, for reasonable inspection and copying, and provide at least 30 days for submission of public comments."

The public review and comment requisites apply to both Part I and Part II of the Human Services Plan or to any amendments to the Human Services Plan. The review process may be combined with existing agency procedures for obtaining public input.

Public review and comment may range from public notice of a comment period to scheduling of formal hearings. Agencies should consider the following components in a proposed format for public input:

- ° Public Notice of the availability of the plan document either through the media, mass mailings or some other public forum. This notice should be extended to organized groups, service providers, and the general citizenry.
- ° Procedures for receiving comments from the public for at least 30 days. This may include receipt of comments through the mail, telephone, public meetings, or testimony presented at formal/informal hearings.
- ° Considerations and use of public comment. A description should be provided of the method on the plans. Additionally, agencies should indicate how public comments will be used in assessing the proposed plans, e.g., modifications, amendments, addendums.

B. Actions

The Illinois Department of Corrections will distribute this plan within the Department and to other state agencies for extensive review and comments. This document will be made available to the public generally, and to many interested groups.

II. PLAN AMENDMENTS

A. Procedure

Section 7(b) of the Welfare and Rehabilitation Services Act stipulates that agencies shall file changes in the Human Services Plan with the General Assembly "with respect to any change in the plan which is of a substantial or statewide nature and which will become effective before submission of the next annual plan."

Proposed amendments to Part I of the Human Services Plan should consider the following:

- ° Changes as a result of substantive or appropriations legislation enacted by the General Assembly in the Spring Session.
- ° Changes as a result of gubernatorial actions or recommendations.
- ° Revisions in policies or priorities since the submission of Part I to the General Assembly.

The plan amendments should consist of a narrative statement which highlights the major changes, if any, since completion of Phase I which are of a substantial or statewide nature. If plan amendments indicate a reduction in resources, agencies should describe what measures are being taken to maintain proposed program levels, i.e., administrative reorganization, changes in method of service delivery.

B. Actions

Any actions taken by the Illinois Department of Corrections will be in compliance with Section 7(b) of the Act. Changes of any magnitude that would result in such an action would occur only from the Public Review Process or through feedback and new analysis generated from the monitoring of the plan.

Notes

Notes

This report is published in compliance with P.A. 79-1035, Human Services Planning Act.

Copies are available from the Illinois Department of Corrections, Planning & Budget Section, P.O. Box 4902, Springfield, Illinois 62708-4902.

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ACKNOWLEDGEMENTS

Special thanks to the following who greatly assisted in the preparation of this report:

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