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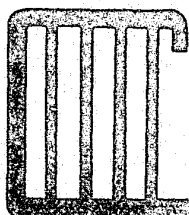
ILLINOIS DEPARTMENT OF CORRECTIONS

HUMAN SERVICES DATA REPORT

PART 1: 1984-1986

Volume III

99475



MICHAEL P. LANE, Director

✓
Illinois

Human Services Data Report
Part 1:

Fiscal Years 1984-1986

Department of Corrections

Bureau of Administration & Planning

Planning & Budget Unit

NCJ-99475

99475

**U.S. Department of Justice
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| Volume 2 | Department Public Aid*
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| Volume 3 | Department of Corrections*
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Springfield, Illinois 62702 |
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Springfield, Illinois 62705 |
| Volume 5 | Department of Alcoholism and Substance Abuse
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Suite 1500
Chicago, Illinois 60610 |
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Springfield, Illinois 62761 |
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14th Floor
Chicago, Illinois 60605 |
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Illinois Department of Corrections-Human Services Data Report

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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.

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Chapter 1

Introduction

CHAPTER 1

INTRODUCTION

A. INTRODUCTION TO THE ILLINOIS DEPARTMENT OF CORRECTIONS

The Welfare and Rehabilitation Services Planning Act (Public Act 79-1035) requires that human services agencies, including the Illinois Department of Corrections (IDOC), prepare and submit a Human Services Plan. The intent of this Act was to establish a procedure for developing a comprehensive long-term planning capability by State agencies responsible for administering and providing public welfare and rehabilitation services.

This report comprises the Data Report (Part 1) of the 1986 Human Services Plan for the Department of Corrections. The Data Report is to provide a status report on Department programs and services in order to complement the Department budget. Information contained in the Data Report covers three fiscal years: PRIOR YEAR (fiscal year 1984); CURRENT YEAR (fiscal year 1985); and BUDGET YEAR (fiscal year 1986).

1. Summary of Programs

The Department conducts a wide range of social service programs in the general categories of education, vocational training, counseling, mental and medical health care, leisure time activities, religious observances, library services, and varied volunteer program and services.

These programs are designed and implemented in response to assessments based on the nature of the specific correctional program and the characteristics of its adult or juvenile populations.

The Department serves individuals who have been sentenced by the judiciary to a term of incarceration. The custody population as of December, 1984, is as follows:

TABLE 1-1

	<u>Populations</u> <u>(12/31/84)</u>	<u>FY'86</u> <u>Projected</u> <u>(6/30/86)</u>
Adult Institutions	16,113	17,913
Community Correctional Centers	742	791
Adult Community Supervision	9,037	9,306
Juvenile Institutions and Programs	1,125	1,200
Juvenile Field Services	997	997
Juvenile Community Placements	152	231
TOTAL CONSTITUENTS	28,166	30,438

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.

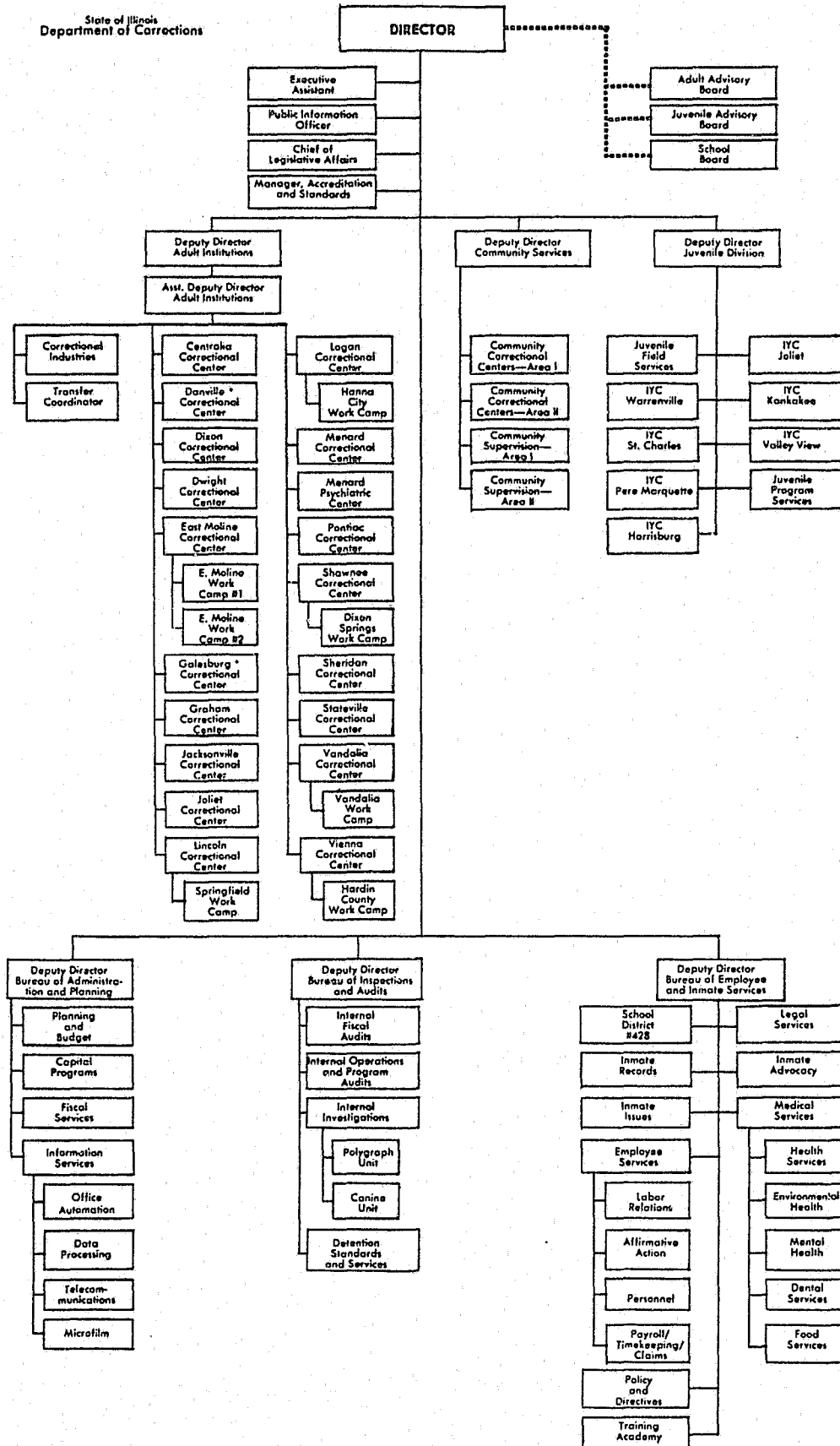
As shown in Figure 1-1, the Department is organized into the Director's Office; three operating divisions (Adult Institutions, Community Services, and Juvenile); three support bureaus (Administration and Planning, Inspections & Audits, and Employee & Inmate Services); and three advisory boards (Adult, Juvenile and School Board).

For fiscal year 1986 the Department's budget consists of three program areas plus administration:

- o Adult Institutions & Centers
- o Adult Community Supervision
- o Juvenile Institutions & Services
- o Administration

Figures 1-2, 1-3 and 1-4 show the location of Department of Corrections facilities throughout the state for the Adult Institutions Division, Community Services Division, and the Juvenile Division.

Figure 1-1



Illinois Department of Corrections

△ Correctional Centers

- A - Centralia
- B - Dixon
- C - Dwight
- D - East Moline
- E - Graham
- F - Jacksonville
- G - Joliet
- H - Lincoln
- I - Logan
- J - Menard
- K - Menard Psychiatric
- L - Pontiac
- M - Sheridan
- N - Stateville
- O - Vandalia
- P - Vienna
- S - Shawnee

■ Correctional Centers
(under construction)

- Q - Danville
R - Galesburg

Work Camps

- T - Dixon Springs
U - East Moline
V - Fairgrounds
W - Hanna City
X - Hardin County
Y - Vandalia

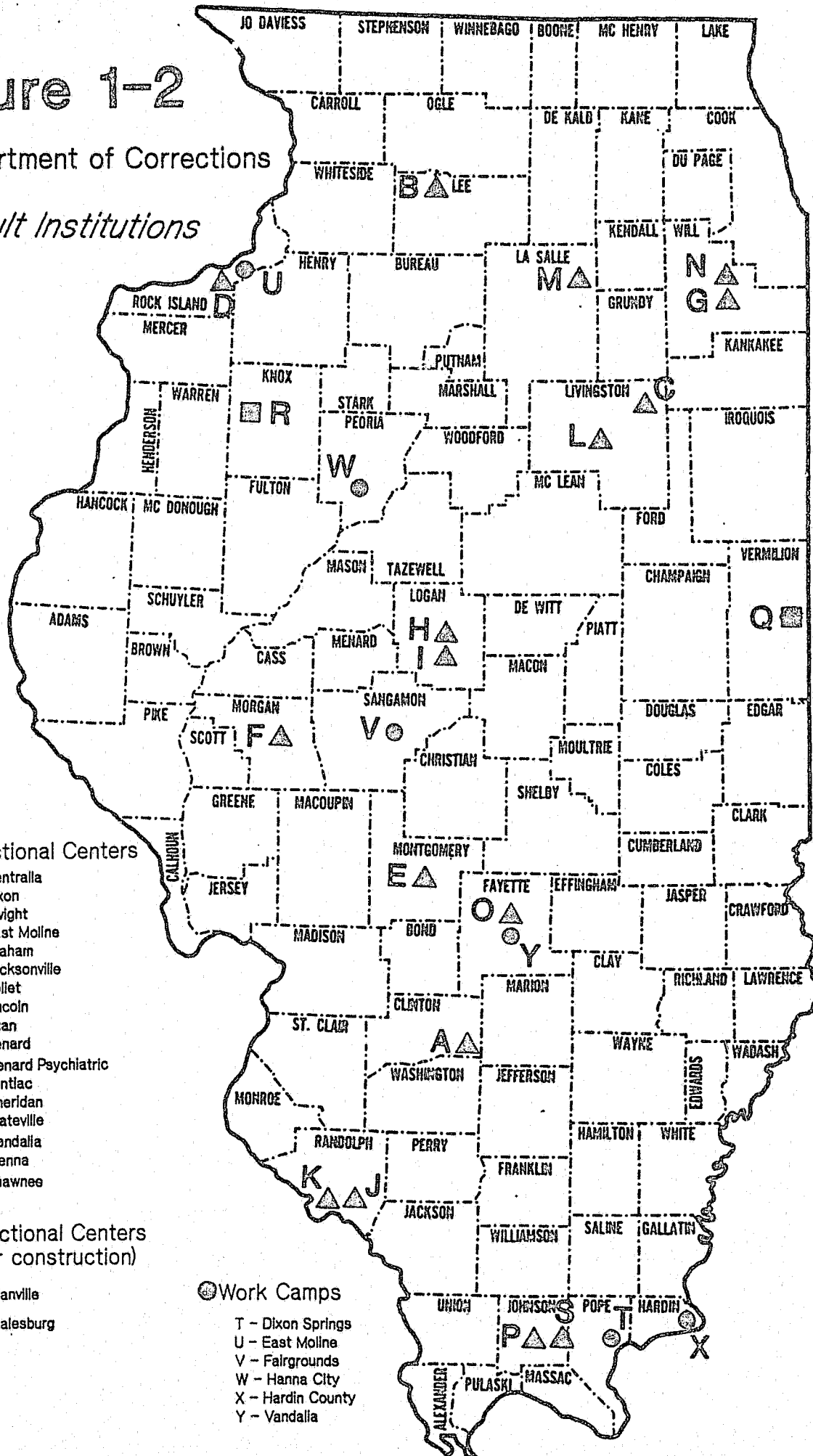


Figure 1-3

Illinois Department of Corrections Community Services Division

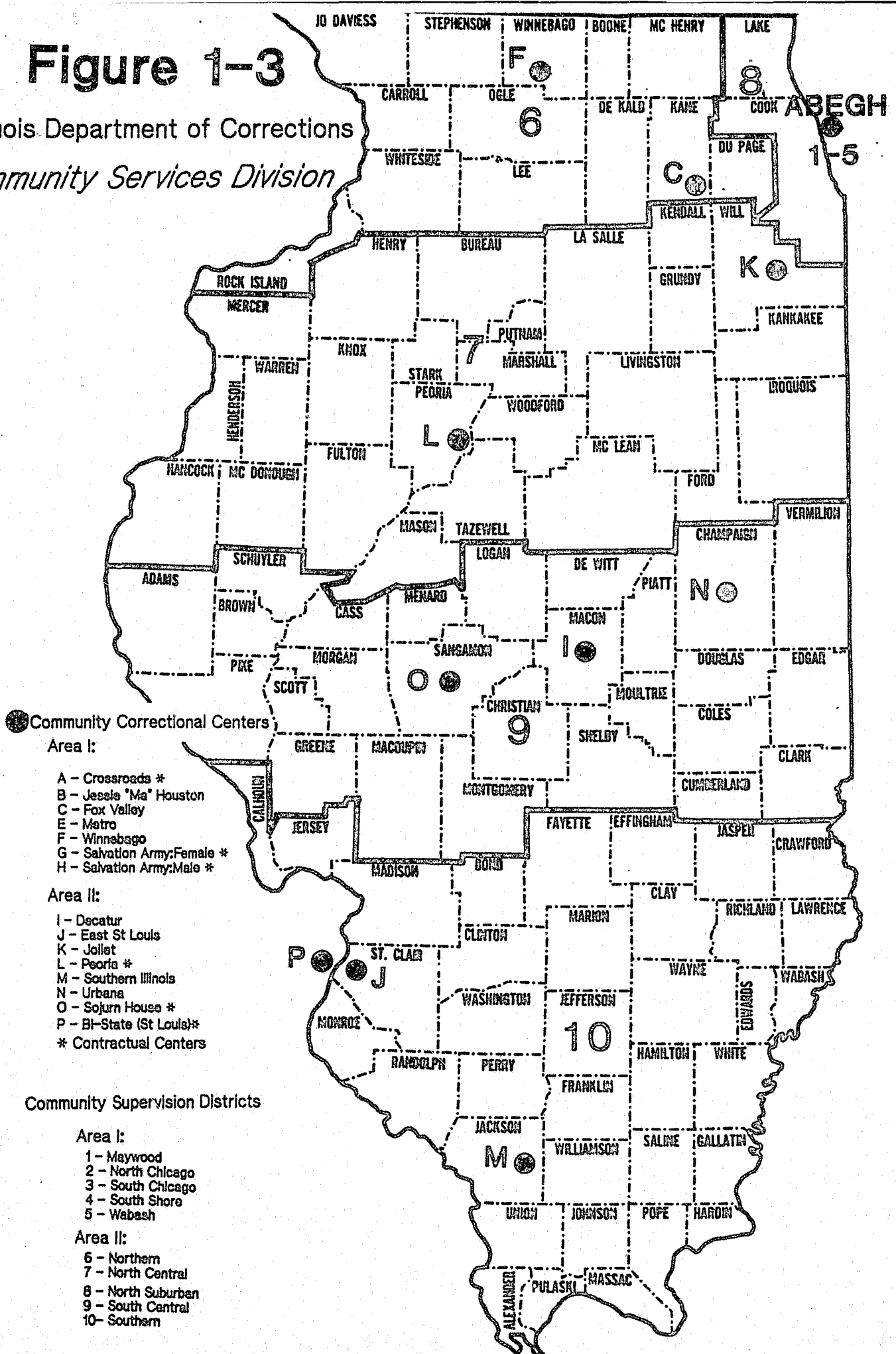
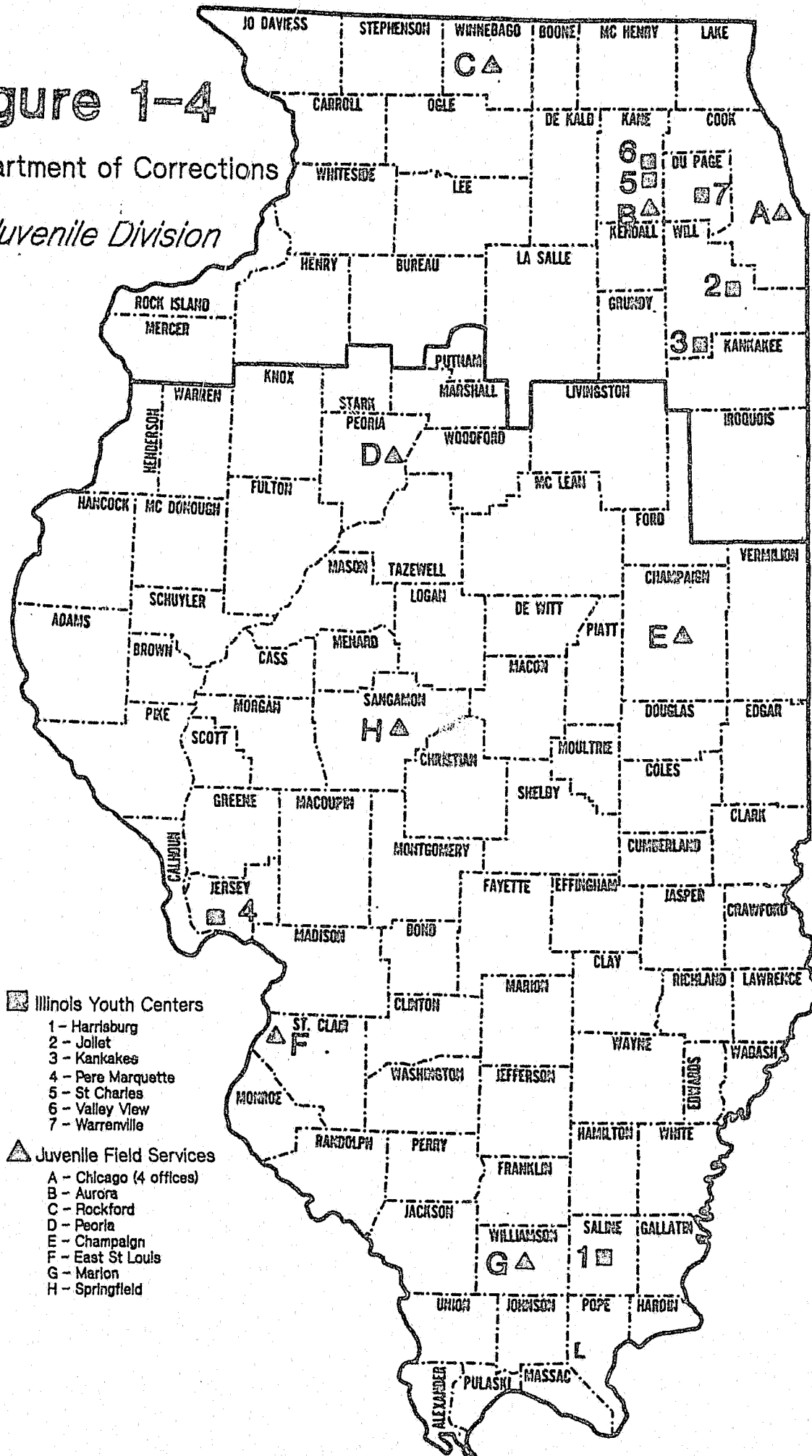


Figure 1-4

Illinois Department of Corrections

Juvenile Division



B. DESCRIPTION OF THE IDOC PLANNING PROCESS

1. Functions of the Planning Process

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

- a. Setting Departmental and divisional priorities and course of action for the fiscal year.
- b. Expanding Departmental planning and decision-making capability.
- c. Framing 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 1-2 details key activities and dates of the planning process.

After the Plan is implemented, a series of management actions occur. These include a yearly audit cycle of Department regulations, directives and operational procedures and quarterly fiscal reviews of all expenditures. The Department also operates computerized and manual reporting systems which provide routine informational reports and evaluation reports for executive review.

TABLE 1-2

THE PLANNING AND BUDGET PROCESS
FOR FISCAL YEAR 1986

<u>Activity</u>	<u>Date to be Completed</u>
1. Evaluate 1985 new initiatives	July 1985
2. Write Policy Papers describing the evaluation of 1985 new initiatives	July 1985
3. Conduct Fund Allocation Meetings for Fiscal Year 1986 Budget	August 1985
4. Gather and Analyze Data for the 1987 Budget Preview	October 1985
5. Evaluate Alternative Funding Levels with the Bureau of the Budget and the Governor's Office	December 1985
6. Review 1987 Budget Requests with Chief Administrative Officers	March 1986
7. Prepare Fiscal Year 1987 Budget Request	March 1986
8. Prepare Human Services Plan for Fiscal Year 1987	April 1986
9. Collect Data to Evaluate New Initiatives in Fiscal Year 1986	June 1986

2. 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.
- Administer all monies and properties of the Department.

Illinois Department of Corrections-Human Services Data Report

- 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.

C. PROGRAM SUMMARIES

The fiscal year 1986 Illinois Department of Corrections budget request of \$404,529,547 is for the ordinary contingent expenses. This request is illustrated and compared to fiscal year 1985 resources in the table below.

TABLE 1-3

Comparison of Fiscal Year 1985
Appropriations and Fiscal Year 1986 Request
(\$ in thousands)

	<u>FY'85</u> <u>Appropriations</u>	<u>FY'86</u> <u>Request</u>	<u>% of</u> <u>Change</u>
New General Revenue Appropriations	\$343,267.7	\$378,411.4	10.2
General Revenue Reappropriations	9,101.7	7,582.8	(16.7)
Working Capital Revolving Fund	<u>13,751.0</u>	<u>18,535.3</u>	<u>34.8</u>
TOTALS	\$366,120.4	\$404,529.5	10.5

In addition to appropriations identified above, other resources are earmarked for Corrections in fiscal year 1986. Considering resources for the School District and from the Capital Development Board, over \$500 million is requested for correctional purposes in the State's fiscal year 1986 budget.

TABLE 1-4

Total State Resources Earmarked
For Correctional Purposes - Fiscal Year 1986
(\$ in thousands)

	<u>FY'86 Request</u>
General Revenue Appropriations	\$385,994.2
Working Capital Revolving Fund	18,535.3
Correctional Special Purpose Trust Fund	90.0
Correctional School District Education Fund	3,751.2
New Capital Development Board Appropriations	21,490.0
Capital Development Board Reappropriations	<u>107,776.9</u>
TOTAL	\$537,637.6

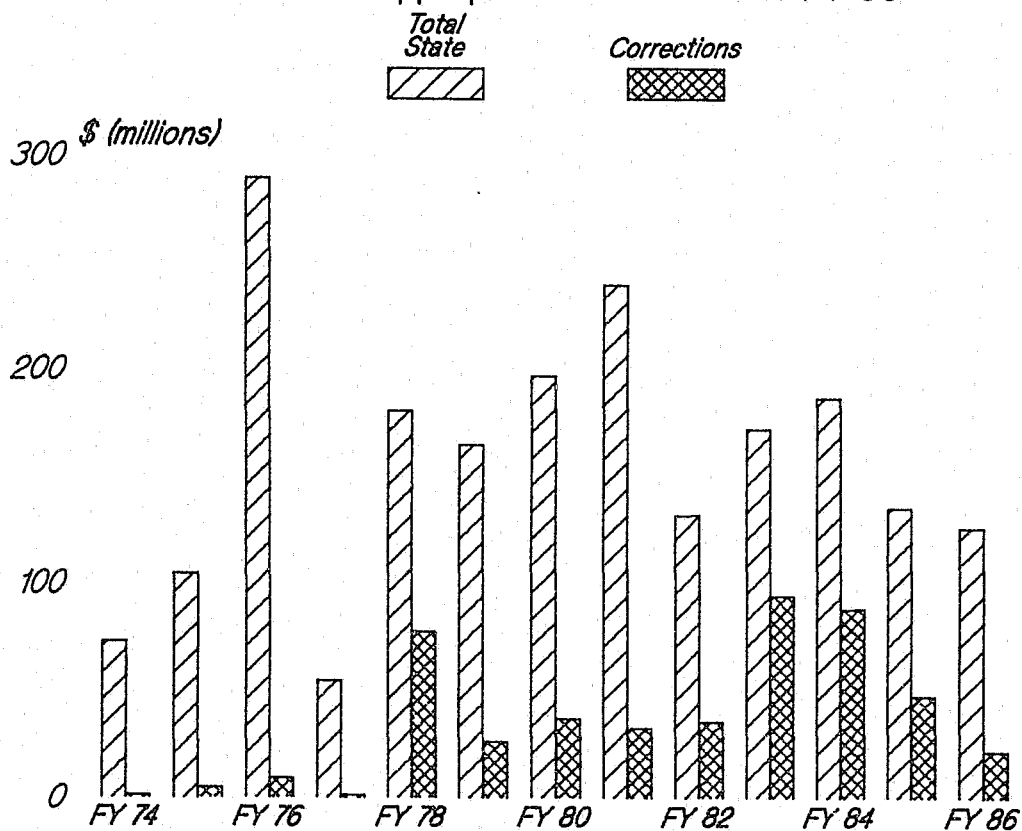
Figures 1-10 to 1-11 illustrate the Departmental budget by program. Almost 72% of the Department's budget is dedicated to the Adult Division.

The Department of Corrections has gone from virtually no Capital Development Board appropriations in fiscal year 1974 to almost half of the state's CDB funds for fiscal year 1983 and fiscal year 1984. Prior to fiscal year 1986, the Department's Capital Appropriations can be attributed primarily to capacity expansions. The Department's emphasis during fiscal year 1986 will be the repair, maintenance and upgrading of

older facilities. In addition, the Department will be constructing an academic building and renovating a residential building which will result in an additional 48 beds at IYC-Joliet, constructing a new medical/segregation unit at St. Charles, and a new hospital at Stateville. Illustrated in figure 1-5 on the next page is the Department of Corrections' historical CDB appropriations compared to the total state. Fiscal year 1986 request is a total of \$21,490,000 in Capital Development Funds.

Expenditure summary, reimbursement summary, recipient data summary, and source of funds are provided in Tables 1-5, 1-6, 1-7, and 1-8.

Figure 1-5
New CDB Appropriations - FY 74 to FY 86



Illinois Department of Corrections-Human Services Data Report

TABLE 1-5
DEPARTMENT OF CORRECTIONS
Expenditure Summary

	FY'84 Actual Expenditures	FY'85 Estimated Expenditures	FY'86 Projected Expenditures
<u>Administrative Divisions</u>			
General Office	24,175.4	19,960.2*	24,662.8*
Information Services	3,185.3	4,073.1	8,491.4
Training Academy	1,506.0	2,335.3	2,390.7
School District	11,164.0	13,609.2	15,167.0
<u>Sub-Total</u>	<u>40,030.7</u>	<u>39,977.8</u>	<u>50,711.9</u>
<u>Adult Institutions</u>			
Administration	5,508.4	7,249.4	8,019.4
Business Office	9,870.2	13,128.3	14,700.5
Clinic	7,737.2	10,419.9	12,017.6
Housekeeping	2,194.4	2,883.7	3,163.3
Recreation	1,942.8	3,160.9	3,720.1
Maintenance	12,587.6	13,954.7	15,540.9
Utilities	16,059.0	18,957.1	21,202.1
Medical/Psychiatric	18,559.8	23,076.7	25,624.9
Security	94,730.4	114,048.4	125,879.2
Dietary	25,513.4	32,760.0	33,954.6
Laundry	535.3	654.9	743.9
Religion	686.7	866.1	963.3
Farm and Grounds/Transportation	819.0	945.3	1,041.9
Work Camps	5,697.1	9,747.4	10,426.4
Reception and Classification	1,452.3	2,723.1	2,856.2
Activity Therapy	155.4	95.7	111.2
<u>Sub-Total</u>	<u>204,049.0</u>	<u>254,671.6</u>	<u>279,965.5</u>
<u>Adult Community Based</u>			
Community Correctional Centers	8,878.5	11,410.1	12,098.4
Community Services	5,658.6	6,482.5	7,313.1
<u>Sub-Total</u>	<u>14,537.1</u>	<u>17,892.6</u>	<u>19,411.5</u>
<u>Juvenile Institutions</u>			
Administration	1,293.4	1,300.8	1,402.0
Business Office	1,557.9	1,678.8	1,818.5
Clinic	1,886.5	2,147.5	2,335.4
Intensive Reintegration	55.9	93.6	95.8
Housekeeping	185.6	262.4	274.1
Recreation	492.6	572.4	627.2
Maintenance	2,689.9	2,627.0	2,844.3
Utilities	2,403.6	2,604.7	2,760.3
Medical/Psychiatric	960.4	1,666.2	1,797.1
Custodial	12,064.1	13,192.6	14,664.1
Dietary	2,630.2	2,741.2	2,995.8
Laundry	82.8	83.2	87.4
Religion	87.0	93.7	97.7
Transportation	216.0	221.6	288.0
Reception and Classification	78.3	327.3	356.9
<u>Sub-Total</u>	<u>26,684.2</u>	<u>29,613.0</u>	<u>32,444.6</u>
<u>Juvenile Community Based</u>			
Administration	684.0	0.0	0.0
Case Management	2,603.8	2,884.7	3,195.8
Tri-Agency	230.3	262.2	264.9
<u>Sub-Total</u>	<u>3,418.1</u>	<u>3,146.9</u>	<u>3,460.7</u>
<u>Total - General Revenue</u>	<u>288,719.1</u>	<u>345,301.9</u>	<u>385,994.2</u>
<u>Correctional Industries - W.C.</u>	<u>9,814.5</u>	<u>13,344.5</u>	<u>18,535.3</u>
<u>GRAND TOTAL</u>	<u>298,533.6</u>	<u>358,646.4</u>	<u>404,529.5</u>

FY'84 expenditures for Jacksonville and Lincoln Pre-Release are included in Other Divisions Total. Also included is Dixon Conversion at \$354.1 and Bowen Conversion at \$484.3. Community Correctional Centers Lump Sum Expenditures are included in their FY'84 and FY'85 Expenditures. FY'84 Work Camp expenditures have been allocated to their respective institutions.

*General Office includes lump sums and Department-wide permanent improvements (RM, MCI, faulty roof repair).

TABLE 1-6

Illinois Department of Corrections

Reimbursement Summary

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'84</u> <u>Actual</u>	<u>FY'85</u> <u>Estimated</u>	<u>FY'86</u> <u>Projected</u>
\$19,808.9	\$23,695.2	\$26,083.2

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

<u>FY'84</u> <u>Actual</u>		<u>FY'85</u> <u>Estimated</u>		<u>FY'86</u> <u>Projected</u>	
Certified	Donated	Certified	Donated	Certified	Donated
\$752.4	\$1,876.8	\$786.4	\$2,005.5	\$786.4	\$2,005.5

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 accepts applications for these funds and together with Public Aid award grants through "three party" contracts.

Illinois Department of Corrections-Human Services Data Report

TABLE 1-7

Illinois Department of Corrections

Recipient Data Summary

	<u>1984 Actual</u>	<u>1985 Estimated</u>	<u>1986 Projected</u>
<u>Adult Institutions & Centers</u>			
° Average Daily Population of Recipients	15,285	17,060	18,145
° Correctional Industries - Inmates Employed (End of Year)	676	836	1,000
° Recipients Served in Community Correctional Centers	2,210	2,462	1,582
<u>Community Supervision</u>			
° Recipients of Community Supervision Services	16,323	16,083	16,401
° Average Monthly Caseload	9,253	9,038	9,583
<u>Juvenile Institutions & Services</u>			
° Average Daily Institution Population of Recipients	1,115	1,144	1,200
° Average Daily Parole Population of Recipients	963	980	997
<u>Administration</u>			
School District 428:			
° Number Enrolled-All Programs	16,332	24,470	25,500
° Number Completing GED	1,375	1,513	1,664

TABLE 1-8

Illinois Department of Corrections

Source of Funds Summary
(\$ in Thousands)

	<u>FY'84 Obligation Authority Actual</u>	<u>FY'85 Obligation Authority Actual</u>	<u>FY'86 Obligation Authority Recommended</u>
FEDERAL GRANTS:			
DCFS Programs	322.2	70.1	-0-
Correctional School District Education Fund	3,508.0	3,848.9	3,751.2
Bureau of Justice Statistics	7.5	-0-	-0-
National Institute of Corrections	55.0	34.5	40.0
MacArthur Foundation	17.9	-0-	-0-
Illinois Arts Council	5.2	-0-	-0-
Department of Public Aid	75.0	165.0	-0-
Department of Mental Health & Developmental Disabilities	50.0	50.0	25.0
Cook County States Attorney	<u>-0-</u>	<u>50.0</u>	<u>25.0</u>
Sub-Total	4,040.8	4,218.5	3,841.2
STATE FUNDS:			
General Revenue	306,745.7	352,369.4	385,994.2
Working Capital Revolving Fund	10,928.7	13,751.0	18,535.3
Capital Development Bond Fund	<u>15,000.0</u>	<u>-0-</u>	<u>-0-</u>
Sub-Total	<u>332,674.4</u>	<u>366,120.4</u>	<u>404,529.5</u>
GRAND TOTAL	336,715.2	370,338.9	408,370.7

Figures 1-6 through 1-8 illustrate the size of the populations served by the operating divisions.

Figure 1-6 - This figure graphs the population groups of IDOC for Fiscal Years 1984 - 1986.

Figure 1-7 - This figure shows the number of juveniles in institutions and field services for Fiscal Years 1984 - 1986.

Figure 1-8 - This graph illustrates the increase in the adult service populations between Fiscal Years 1984 - 1986.

Figures 1-9 through 1-12 graph fiscal data.

Figure 1-11 - This figure illustrates the DOC Budget by program: Institutions and Community Centers, Community Supervision, Juvenile Institutions and Services, and Administration (in millions of dollars) for Fiscal Year 1984, Fiscal Year 1985, and Fiscal Year 1986.

Figure 1-12 - This figure shows the comparative size of the Fiscal Year 1986 budget for the three operating divisions and administration.

Adult Institutions and Centers

Juvenile Institutions and Services

Administration

Community Supervision

Figure 1-6
Constituent Groups FY 84 - FY 86

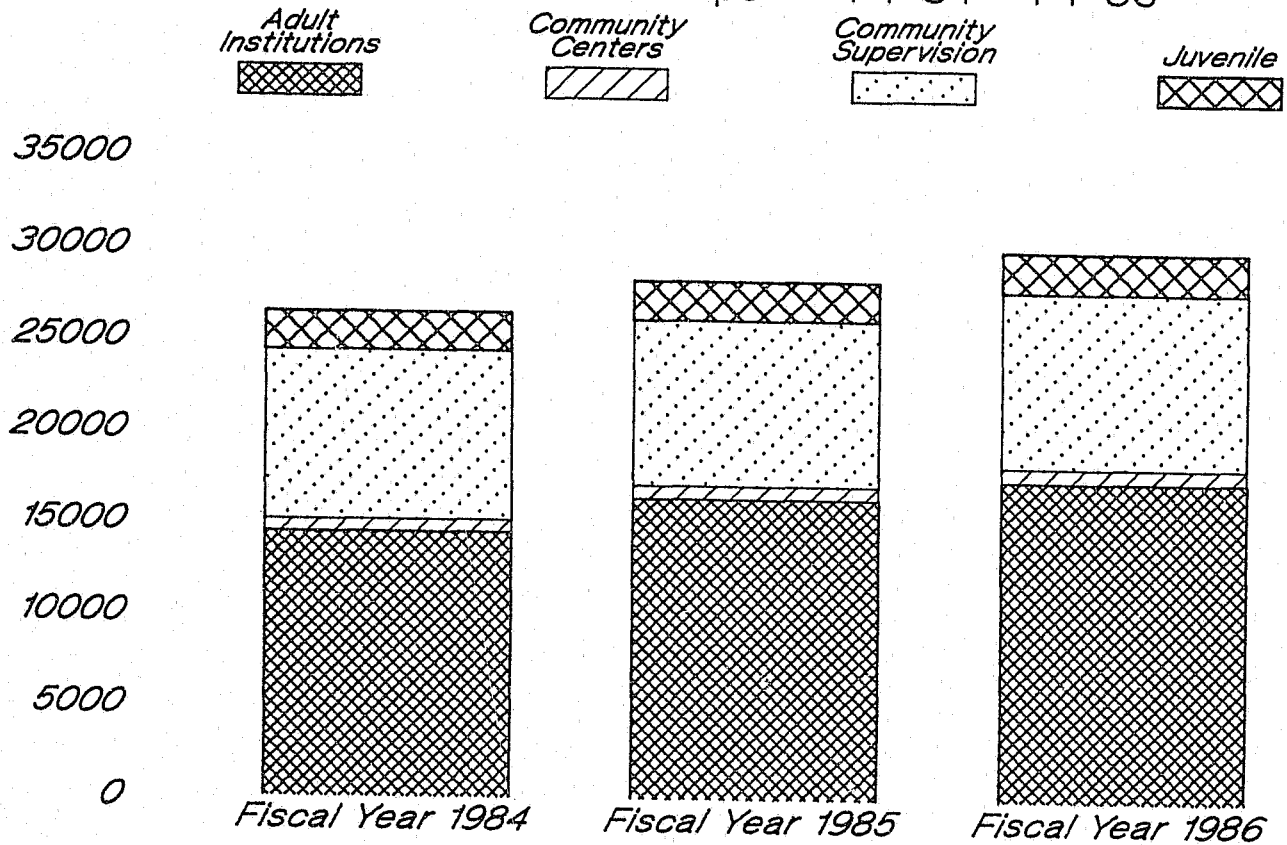


Figure 1-7
Juvenile Constituent Populations FY 84 - FY 86

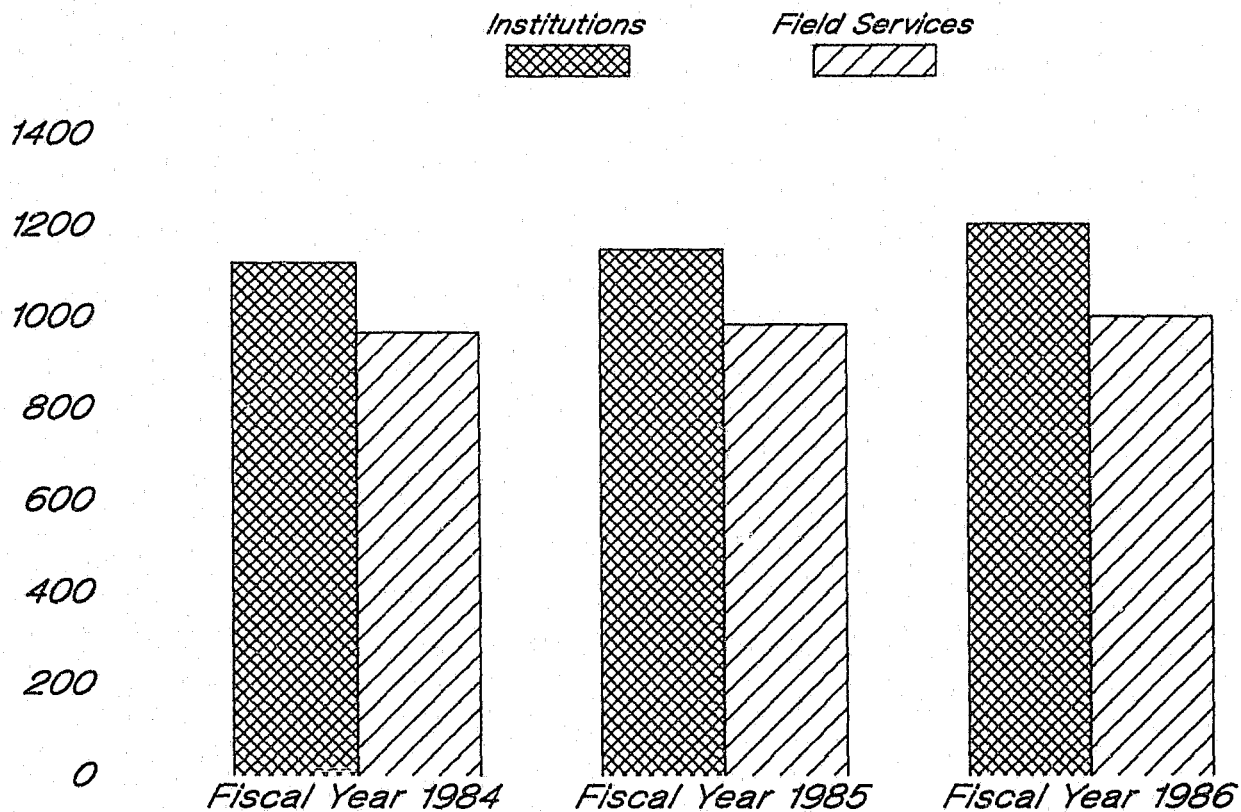


Figure 1-8

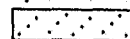
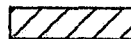
Adult Constituent Populations

FY 84 - FY 86

*Adult
Institutions*

*Community
Centers*

*Community
Supervision*



20000

15000

10000

5000

0

Fiscal Year 1984

Fiscal Year 1985

Fiscal Year 1986

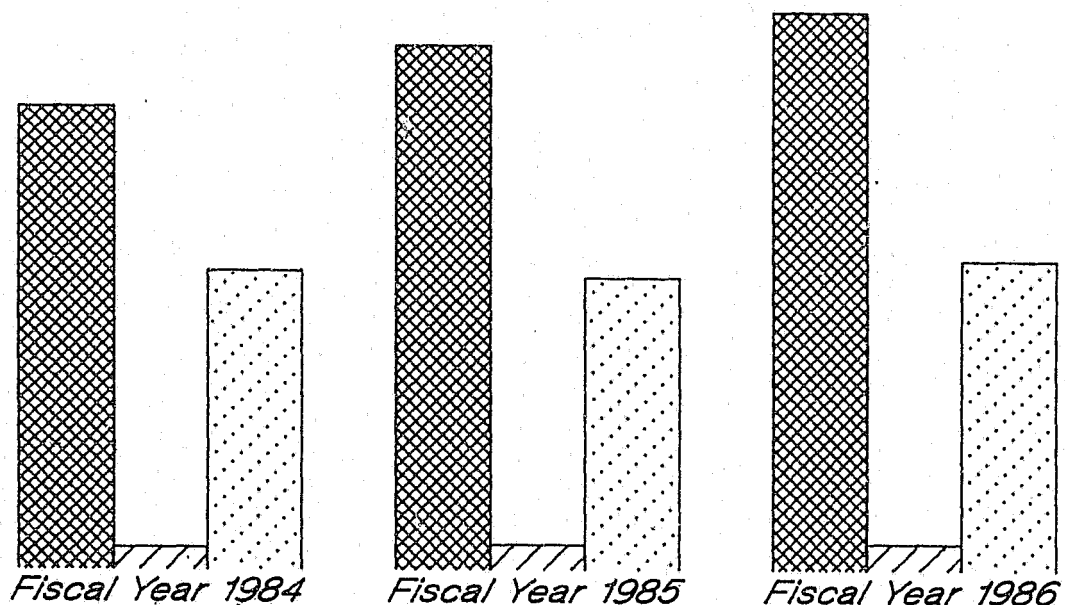


Figure 1-9
Correctional Industries - Sales

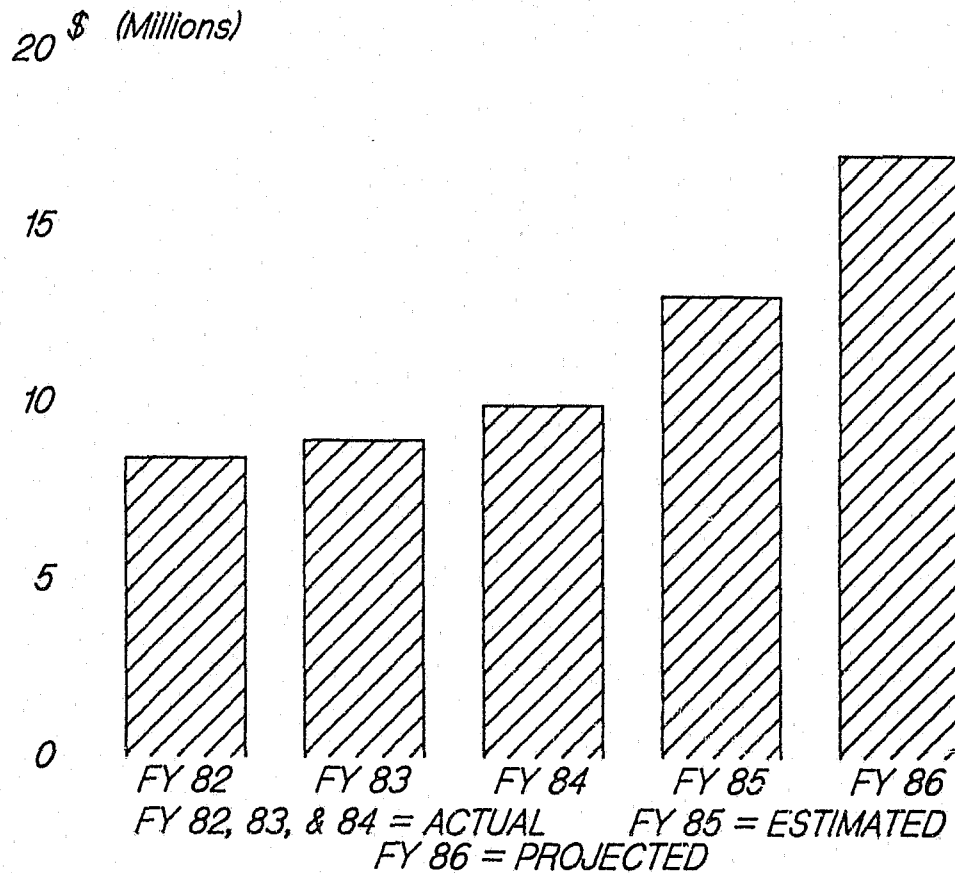


Figure 1-10
Correctional Industries - Inmates Employed

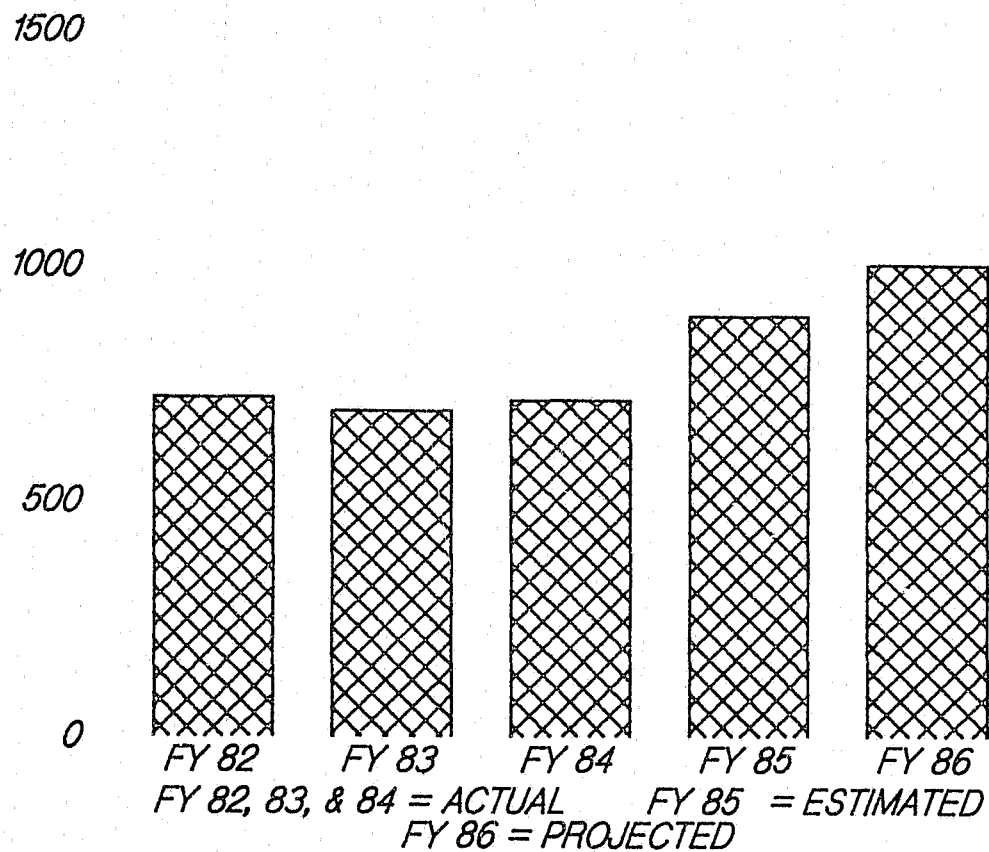


Figure 1-11
 Budget by Program - FY 84 to FY 86

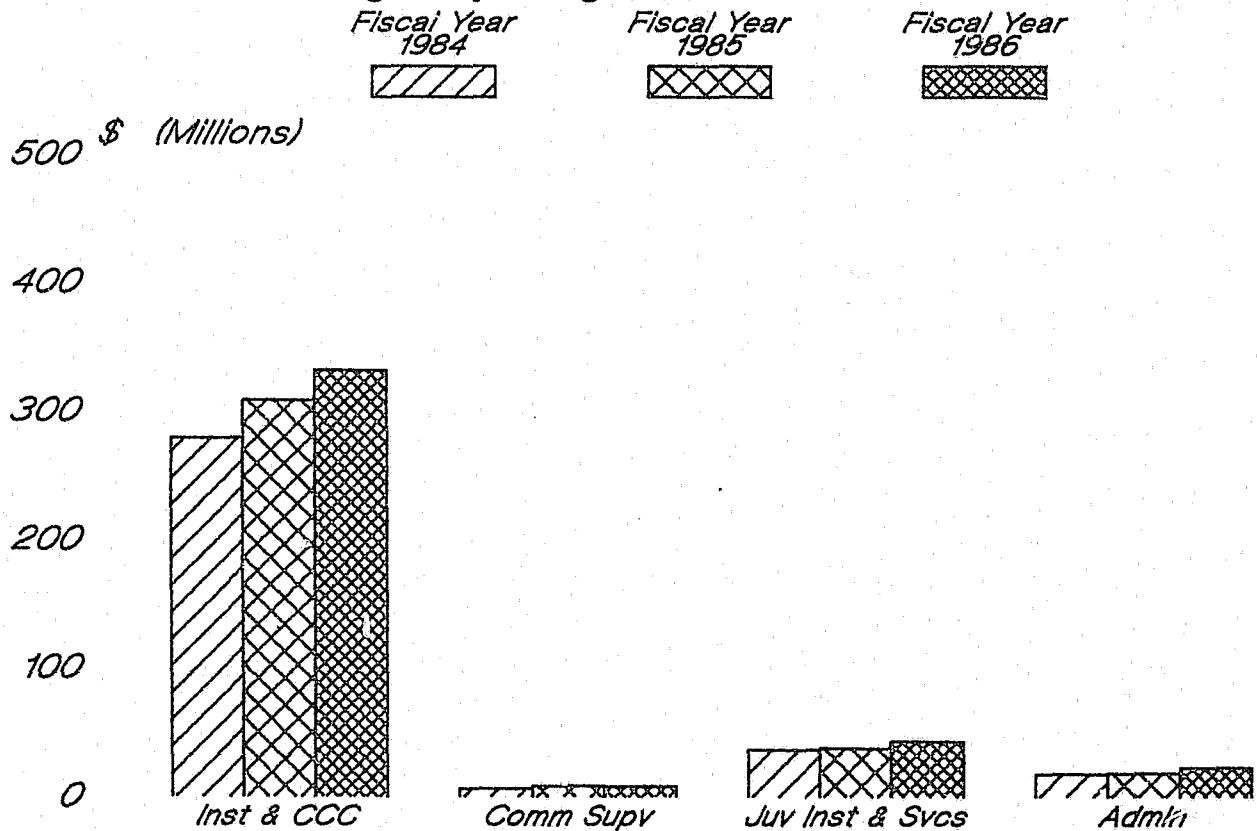
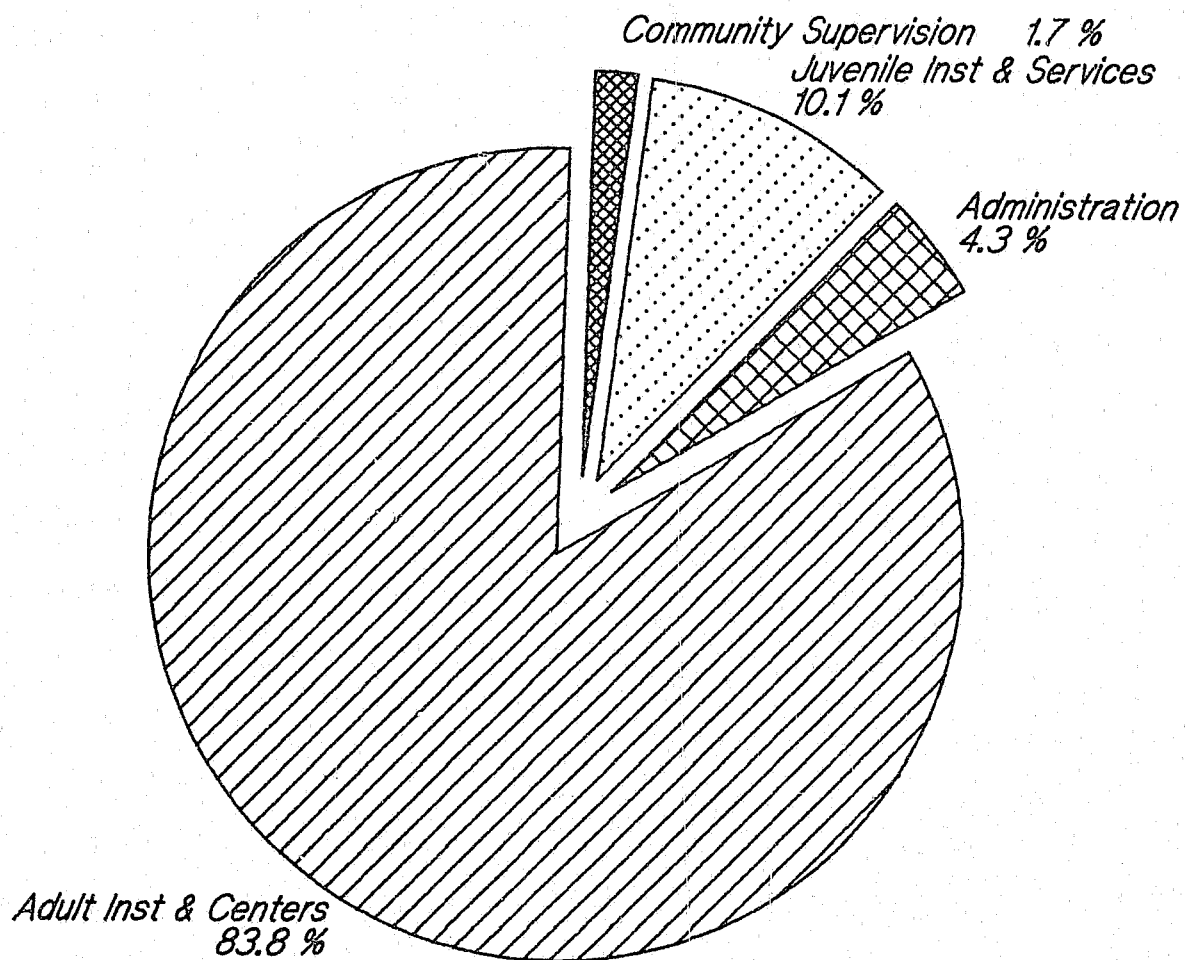


Figure 1-12
FY 86 Budget by Program



Total Budget = \$ 402.4 (\$ millions)

D. INTERAGENCY COOPERATION AND COORDINATIONSecretary of State and Library Services

Library services within the Department of Corrections adult and juvenile facilities are currently provided by the regional public library system serving the area in which the institution is located. Funding for these services is provided to the local systems by a formula grant from the Illinois State Library System which has a separate line item appropriation within its budget for institutional services. The cornerstone for this service concept is a formal agreement between the Illinois State Library System and the Illinois Department of Corrections. This agreement, entered into in 1976, reflects the shared legal responsibility by Department of Corrections and Illinois State Library for the provision of library services to correctional facilities.

The funding level for the services for the past six fiscal years is presented below. This is the line item from the State Library Systems budget and includes some Department of Mental Health facilities. These numbers reflect that the funding level clearly has not kept pace with the population and institutional expansion experienced by the Department of Corrections. The Illinois Library System staff estimate that start-up costs for a new facility to be approximately \$150,000 including equipment, staff salaries and a minimal law library.

TABLE 1-9

<u>FISCAL YEAR</u>	<u>TOTAL AMOUNT</u>	<u>DOC</u>
FY'80	\$1,325,259	\$1,131,359
FY'81	\$1,325,259	\$1,122,018
FY'82	\$1,325,259	\$1,065,735
FY'83	\$1,325,259	\$1,096,333
FY'84	\$1,457,784	\$1,189,927
FY'85	\$1,530,673	\$1,264,656

The concern of the Department is that resources necessary to provide minimally acceptable library services in existing facilities and, more critically, in the new correctional centers, may not be made available by the Illinois Library System.

Illinois Job Service/Corrections Employment Project for Adults

Governor Thompson has established a special project under the discretionary funds provision of Section 7B of the Wagner-Peyser Act. The Illinois Job Service has established 25 full-time Employment Specialist positions to provide employment assistance services to the soon-to-be-released adult population of the institutions and those individuals in the community under the supervision of the Department of Corrections. These positions serve 17 adult correctional centers and four community correctional centers. They provide career counseling,

job seeking skills workshops, job development, referral and placement services. In addition, the Illinois Job Service has designated one Employment Specialist in every Job Service office who will become the designated referral contact for all inmates returning to that community.

As of February, 1985, staff registered 2,287 inmates of which 899 participated in job search workshops. In only eight months, project staff have made 408 job placements and have forwarded the applications of 1,526 released inmates to Department of Corrections contact persons in Job Services offices in their home areas.

Tri-Agency Adolescent Services

The Tri-Agency Adolescent Services is a collaborative effort of the Departments of Children and Family Services, Corrections, and Mental Health and Developmental Disabilities designed to serve multi-problem youth who require a range of special services not available in any one Department. It is operated by the Illinois State Psychiatric Institute. Part of this service is a 36 bed program at IYC - Warrenville designed to treat seriously disturbed boys who are not in need of hospitalization, but need an intensive treatment setting.

Mental Health

A major goal for Fiscal Year 1986 will be the development of effective linkage agreements with the regional offices of the Department of Mental Health and Developmental Disabilities. These linkage agreements would serve to facilitate the delivery of community based mental health care to adult releasees in need of treatment.

Governor's Planning Council on Developmental Disabilities (GPCDD)

The Department of Corrections has been represented on the Inter-Agency Coordination Committee of the GPCDD since 1982. This participation along with the active support of the Council and its staff has led to significant assistance being provided in the development of plans and methods for serving the developmentally disabled offender. Notable developments have been the establishment of a special committee to examine sentencing alternatives for the developmentally disabled offender and the funding of a project designed to assist with the development of programs at the Special Programs Unit of the new Dixon Correctional Center for developmentally disabled inmates.

Department of Commerce and Community Affairs (DCCA)

The Department of Corrections has entered into an Inter-Agency Coordination Agreement with the DCCA as part of the Governor's goals under the Job Training Partnership Act (JTPA). As the administrating agency for JTPA, DCCA (with the advice of the Illinois Job Training Coordinating Council) is to develop a coordinated system to provide the greatest number of job opportunities to participants in the JTPA programs. Part of such a system is inter-agency coordination with the Department of Corrections which has employment and training responsibilities for the inmate and releasee population.

Job Training Partnership Act (JTPA) - Local Coordination

The Illinois JTPA Coordinating Council has designated the Department of Corrections as one of the five State agencies with whom the local service delivery areas are required to develop coordination of service agreements. These agreements are being developed with the local IDOC offices (community correctional centers, adult community supervision offices and juvenile field service offices). These agreements will provide for joint cooperation, the elimination of duplication of effort and measures to reduce the cost of services to DOC clients.

Additionally, the Department of Corrections is represented on the Program Review Committee of the Illinois JTPA Coordinating Council which provides the Department with a forum in which to represent the needs of the department and the population it serves.

Contractual Services

DOC has contracted services dealing with employment assistance, vocational assessment and training, advocacy and emergency shelter, substance abuse and others. These services are funded through Title XX Donated Funds Initiative (DFI). These organizations include the Correctional Employment Services (Champaign and McLean Counties), Prep Program (Jackson County), Prisoner Release Ministry (Will, Kankakee and Kane Counties), Rutledge Foundation (Sangamon and area counties), St. Louis Opportunity Clearing House (St. Clair and Madison Counties), Gateway House Foundation, Goodwill Industries, Project Hire, Safer Foundation, and St. Leonard's House (Chicago and/or Cook County) and FHL, Incorporated (Peoria County).

E. MAJOR DEPARTMENT SPECIAL EMPHASIS PROBLEMS

1. Reduce Population at Maximum Security Facilities and Eliminate Double-Celling Where Possible

The changing characteristics of inmates continue to pose special security and programmatic problems. The longer sentences and lengths-of-stay mandated by determinate sentencing have resulted in a larger proportion of our inmates having convictions of Murder, Class X and Class 1 offenses.

TABLE 1-10

Percentage of Class M, X and 1 Inmates

	1980	1983	1984	1985 (Estimated)
Percentage of Total Population M, X, 1	51.5%	66.2%	64.6%	64.0%
Percentage of M, X, 1 Populations in Maximum Institutions	N/A	73.2%	73.4%	75.4%
Percentage of M, X, 1 Populations in Medium Institutions	N/A	49.2%	52.1%	55.0%

A large portion of the more violent inmate population is housed in double cells of maximum security. These maximum security facilities range in age from 60 to 125 years and were designed for single-celling during a period of history when correctional standards were not as stringent as today.

Some of these more violent inmates are also housed in high medium security facilities newly constructed during the early 1980's. These facilities were also designed for single celling. The population crisis forced the Department to double cell these facilities as well.

The result of crowding violent inmates into facilities designed to house half of the existing population is an increase in inmate assaults on inmates from 859 to 1,245.

In Fiscal Year 1983, every 2 out of 100 staff in the Adult Division were assaulted by an inmate. By 1985, the chances more than doubled to 5 out of a 100. This situation of staff being sentenced to a life of violence behind the walls one day at a time is reflected in an increase in turnover from 12.1 in 1983 to 15.2 in 1984 and a corresponding increase in overtime from \$1,375,600 to \$2,365,200.

In Fiscal Year 1985, the Department will be able to relieve the pressure by reducing populations at the crowded maximum and high medium institutions. As we do so, the turnover rate and overtime are expected to drop.

The first priority, with the added capacity in 1986, is to reduce the populations at the maximum institutions.

In Fiscal Year 1986, for the first time in over a decade, the Department will be able to continue to reduce the stress on the system. This can be accomplished by continuing the construction and operation of new facilities planned.

- ° Completion of Dixon Correctional Center, a 1,000 bed medium security facility at Dixon, Illinois. This will added 439 beds to the system.
- ° Construction and opening of the new 900 bed medium security facility at Danville, Illinois.

TABLE 1-11

Population Distribution by Selected Institutions

<u>Institutions</u>	<u>Rated Capacity 6/86</u>	<u>Population</u>				
		<u>6/78</u>	<u>6/83</u>	<u>6/84</u>	<u>6/85 (Est.)</u>	<u>6/86 (Est.)</u>
Pontiac	2,000	1,995	1,800	1,930	1,800	1,850
Stateville	2,250	2,334	2,161	2,227	2,100	2,100
Menard	2,620	2,554	2,613	2,576	2,368	2,343
Joliet	1,350	1,236	1,179	1,191	1,240	1,240
Subtotal	8,220	8,119	7,753	7,924	7,508	7,533
Graham	950	--	766	967	900	750
Centralia	950	--	773	975	900	800
Logan	1,000	69	834	944	1,000	950
Subtotal	2,900	69	2,373	2,886	2,800	2,500
Other	8,728	2,822	3,609	5,739	7,364	8,671
Total	19,848	11,010	13,735	16,549	17,672	18,704

The estimated populations for June 30, 1986 for the four maximum institutions are only slightly lower than in Fiscal Year 1978. These 1986 population levels can be attained by utilizing the 1,144 difference between planned rated capacity of 19,848 and the projected population of 18,704 in reducing these institutions' populations.

Even with a rated capacity of 1,144 over population, the effect of reducing populations are minimal. These added beds can only bring us back to a situation that existed prior to the crisis - a situation of double-celling and crowded institutions.

Table 1-12 shows the estimated population by month for Fiscal Year 1986 for each adult facility. The 1986 budget request is based on these population estimates. For the maximum institutions, these population levels are only slightly lower than in 1978.

Illinois Department of Corrections-Human Services Data Report

Table 1-12

Fiscal Year 1986 Budgeted Population by Facility

	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	FY'86 Avg.
Dwight	546	546	546	546	546	546	546	546	546	546	546	546	546
Joliet	1,240	1,240	1,240	1,240	1,240	1,240	1,240	1,240	1,240	1,240	1,240	1,240	1,240
Menard	2,125	2,332	2,283	2,314	2,299	2,185	2,090	2,136	2,280	2,310	2,340	2,343	2,253
Menard Psy	415	415	415	415	415	415	415	415	415	415	415	415	415
Pontiac	1,750	1,750	1,750	1,750	1,750	1,750	1,750	1,750	1,750	1,750	1,750	1,850	1,758
Stateville	2,000	2,100	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,100	2,017
Maximum	8,076	8,383	8,234	8,265	8,250	8,136	8,041	8,087	8,231	8,261	8,291	8,494	8,229
Centralia	900	900	900	900	900	900	850	850	850	850	850	800	871
Danville	0	0	224	260	428	652	858	858	858	858	858	858	559
Dixon	756	855	855	855	855	855	855	855	855	855	855	855	847
Galesburg	0	0	0	0	0	0	0	0	0	0	0	0	0
Graham	900	850	850	850	850	850	800	800	800	800	800	750	825
Logan	1,000	950	950	950	950	950	950	950	950	950	950	950	954
Shawnee	1,026	1,005	1,005	1,005	1,005	1,005	1,005	1,005	1,005	1,005	1,005	1,005	1,007
Sheridan	750	735	735	735	735	735	735	735	735	735	735	735	736
Vandalia	750	735	735	735	735	735	735	735	735	735	735	735	736
Medium	6,082	6,030	6,254	6,290	6,458	6,682	6,788	6,788	6,788	6,788	6,788	6,688	6,535
East Moline	688	674	679	674	674	674	674	674	674	674	674	674	676
Jacksonville	500	490	495	490	490	490	490	490	490	490	490	490	491
Lincoln	558	547	552	547	547	547	547	547	547	547	547	547	548
Vienna	835	818	828	818	818	818	818	818	818	818	818	818	820
Minimum	2,581	2,529	2,554	2,529	2,529	2,529	2,529	2,529	2,529	2,529	2,529	2,529	2,535
Institutions	16,739	16,942	17,042	17,084	17,237	17,347	17,358	17,404	17,548	17,578	17,608	17,711	17,299
Federal	10	10	10	10	10	10	10	10	10	10	10	10	10
Other State	0	0	0	0	0	0	0	0	0	0	0	0	0
County Jail	45	45	45	45	45	45	45	45	45	45	45	45	45
Contractual	55	55	55	55	55	55	55	55	55	55	55	55	55
Community Ctrs	791	791	791	791	791	791	791	791	791	791	791	791	791
Grand Total	17,585	17,788	17,888	17,930	18,083	18,193	18,204	18,250	18,394	18,424	18,454	18,557	18,145
Projection	17,710	17,894	18,000	18,036	18,189	18,299	18,310	18,356	18,500	18,549	18,579	18,704	18,261

Projected prison populations were distributed among institutions for fiscal year 1986. This distribution was based on rated capacity and operational concerns. The institutional budget requests are based on estimated average daily population and not on rated capacity.

Double-celling at certain medium security facilities, Graham, Centralia and Logan will be eliminated where possible and when budget savings can be realized specifically, Graham, Centralia and Logan. Early in Fiscal Year 1984, 200 beds each were added to Centralia and Graham and 100 were added to Logan to help handle the increasing population. With more beds coming on line in Fiscal Year 1986, the plan is to phase the populations of these three facilities down to the pre-expansion levels.

The dollar and headcount reductions are as follows:

TABLE 1-13

Dollar and Headcount Reductions

	<u>Dollar Reduction</u>	<u>Percentage Change</u>	<u>Headcount Reductions</u>
Logan	\$392.7	(2.4)	22
Centralia	\$224.0	(1.5)	48
Graham	\$468.6	(3.2)	49

Even with these adjustments, nearly a third of the inmates will still be double celled in Fiscal Year 1986 as indicated by the following table.

TABLE 1-14

Percentage Population Double Celled

<u>Institutions</u>	<u>Number of Cells</u>	<u>1981</u>	<u>1984</u>	<u>1985 (Est.)</u>	<u>1986 (Est.)</u>
Total Population		51%	44%	33%	32%
Pontiac	1,596	51%	52%	42%	46%
Stateville	1,722	51%	23%	23%	23%
Menard	1,615	76%	68%	61%	59%
Joliet	847	87%	86%	86%	86%

These trends and planned reductions are discussed in Chapter 2.

2. Upgrade and Redesign of the Department's Information Systems

The Department's information requirements exceed what is currently available on the information systems. The demand for accurate, complete, and timely data is increasing. Such data and analysis are necessary for planning, budgeting and managing populations and resources. By necessity, the Department of Corrections must embark on a comprehensive effort to upgrade the information systems. The Data Processing expansion proposed in this budget is based on the Department's Information Needs Study. The expenditures will result in the acquisition of a new computer system designed to meet the needs of the Department as defined in the Study. Consultant Services and additional in-house manpower is also needed to meet the implementation schedule of 28 projects. Major systems will be developed or installed in fiscal years 1985 and 1986. The following four offender systems will eliminate reliance on the Present Offender System - Offender Tracking, Population/Capacity Management, Programs/Assignment Management and Disciplinary Tracking. The financial systems Budgetary Accounting and installation of the Trust Fund System will basically eliminate reliance on mechanical accounting machines.

In Fiscal Year 1985, we will purchase personal computers to be used to implement a keys and locks system and other operations management applications. This strategy also will allow the Department to implement applications appropriate for personal computers while developing the major offender and financial systems.

Although there are currently 20 data processing positions assigned to development, they cannot cover the peak period of development and also maintain existing systems. To accomplish this requires ten additional personnel. Five will be assigned to offender development, three to financial systems development and two for technical support. In addition, a total of 4,468.5 dollars were requested for this initiative.

TABLE 1-15

EDP Contractual Services	
Trust Fund	\$ 600.0
Budgetary Accounting	850.0
Offender System	<u>2,568.5</u>
Sub-Total	\$ 4,018.5
EDP Equipment	
3 year lease/purchase on new central computer	\$ 270.0
3 year lease/purchase on peripherals and software	<u>180.0</u>
Sub-Total	450.0
TOTAL	\$4,468.5

Other priorities include the expansion of the word processing equipment. By November, 1985, our goal is to install office automation systems in each adult facility and in two juvenile facilities.

A further goal is to relocate the Data Processing Unit to the Concordia Complex to provide for easier communication, better management and more coordination.

The Department of Corrections has been able to maintain high standards and levels of program services in the face of difficult challenges. However, the Department has recognized that long-term success depends on its ability to achieve significant productivity and service improvements. A principle avenue to this goal is an aggressive use of automation. These major improvements to the Department's Information System are discussed in Chapter 5.

3. Strengthen Programs and Security at Juvenile Facilities

As Chapter 4 discusses, the number of youths with serious criminal records and personal problems has increased. This has led to increased security enhancements at the juvenile facilities. The Juvenile Division will implement roll call and provide uniforms for custodial staff at the four major youth centers (IYC - Joliet, IYC - Valley View, IYC - St. Charles, and IYC - Harrisburg). The budget request includes a total of \$329,600 for these purposes. Improved procedures for hiring and training youth supervisors were developed and will be implemented. A five-week pre-service training program for youth supervisor trainees was established in fiscal year 1985. These improvements will provide the youth supervisors with the necessary knowledge and tools to deal with the challenges that face them.

In fiscal year 1986, the Department also plans to implement a statewide transportation, writ and escort service at the first year cost of \$119,400. This centralized approach will reduce the number of youth supervisors who will be removed from their facility post to transport youths. This in effect will provide more custodial officers on duty at the facilities. The Department also plans to add a total of 17 custodial officers. Staff will be increased at Harrisburg (3), Warrenville (5), Kankakee (1), St. Charles (5), and Pere Marquette (3).

In addition to increasing the custodial staff, plans are also present to increase the number of secure beds. IYC - Joliet, the only maximum security juvenile facility, has requested capital development funds to add a 48-bed housing unit and a multi-purpose program facility.

The Juvenile Division is also expanding programs. A medical services contract for the juvenile institutions was funded for part of fiscal year 1985. The fiscal year 1986 request includes \$531,100 to fully fund this contract. Capital Development funds are also identified to build a new hospital at IYC - St. Charles.

An additional \$28,200 is allocated to improve the mental health services at the juvenile facilities. In fiscal year 1985, a psychiatric nurse will be added to IYC - Joliet staff. For fiscal year 1986, the Department is requesting a psychologist and social worker be added at Valley View. These positions are appropriate with the mental health needs of the juvenile population. The Division is planning to develop treatment capabilities at Valley View and Harrisburg. Harrisburg already has

mental health positions in their staffing plan. The intention is to move stabilized youths from intensive mental health treatment units to Valley View or Harrisburg. This will reduce the caseloads at St. Charles and Warrenville and increase the level of services for TARS, Setlenhouse, and St. Charles R&C.

As these youths reach the end of their institutional stay, special placements and services must be provided during their parole. During fiscal year 1986, IDOC plans to continue to increase efforts in these areas.

The Juvenile Division and its programs are discussed in greater detail in Chapter 4.

F. MANAGEMENT INITIATIVES

High on the list of priorities for fiscal year 1986 are a number of management initiatives to improve operations.

Food Services

Among these efforts are an evaluation of the cook/chill system of food preparation which was installed this fiscal year at the new Lincoln Correctional Center. Food is prepared at Lincoln to be served at that facility and also at the Logan Correctional Center, Springfield Work Camp and the Corrections Training Academy.

The cook/chill process allows the preparation of food on a mass production basis during times when institutional activity is minimal. After preparation, the food is then quick-chilled and stored until needed. When needed, the chilled food is heated just prior to serving.

Although it has been in use for facilities other than Lincoln only since January, it is apparent that the cook/chill process will provide savings in staff costs. The combined number of dietary positions at Lincoln and Logan is seven less than what would have been required under a conventional food preparation system. Food costs savings are also possible due to reduced waste and improved portion control.

Since the complete cook/chill food process for Logan has been fully operational only since early January, the assessment of the savings that might result from utilization of the process at other facilities is not completed. The Department is studying the feasibility of utilizing this system at other adult facilities. While the study is not yet complete, Danville and Dixon appear to be among the better candidates. It is estimated that cook/chill equipment for these two facilities will cost \$239,000 for Dixon and \$278,900 for Danville.

Medical Services

Another management initiative that offers some prospects for improving services, concerns the provision of medical services at agency facilities. The Department is exploring a concept of consolidating all medical services currently contracted within a given facility. This would include under one contract such items as hospital services, clinics, pharmacy services, laboratory services, radiology services and contractual staffing.

In the light of projected economies, and population reductions at some institutions, only 4.7% was budgeted for medical increases in adult facilities for Fiscal Year 1986.

Telecommunications

A third management initiative toward improved operations and reduced costs lies in the area of telecommunications. During fiscal year 1986, the Department plans to develop service capabilities for repair and maintenance of departmental electronic equipment, including 2-way radio

equipment and master antenna and cable television systems. At the present time, 2-way radio maintenance contracts cost the agency \$250,000 per annum. Extra work maintenance costs another \$50,000 and the antenna and cable expenses are about \$125,000. Our Fiscal Year 1986 budget request is based on an expected net annual savings of \$249,400 from this operation.

Under this plan, a service center would be established at Springfield, Graham or Centralia to serve the southern part of the state and another service center would be established at the Joliet Correctional Center to serve the northern half of the state.

G. EVALUATION EFFORTS

By combining the Planning and Research Section and the Budget Section forming the Planning and Budget Unit under the Bureau of Administration and Planning, evaluation efforts will interface with the budget and expenditure monitoring efforts. Currently, this Unit is planning to undertake research and evaluation efforts in juvenile population projections, adult capacity, cook/chill program, central distribution of inmate clothing at Reception Center, classification, medical services and juvenile placement.

In addition to these efforts, the Fiscal Audit Unit and Operation and Program Audit Unit perform annual audits of all programs. These evaluations inform administrators of opportunities to improve efficiency.

The Training Academy conducts annual performance-based evaluations of pre-service and in-service training programs for all Department employees. Prior to implementing any new training program, a needs assessment is conducted. These evaluations are used for planning, program improvement, and more effectively allocate training resources.

H. CONCLUSION

Over the past few years, the State of Illinois has faced and resolved the problem of prison overcrowding. The Department of Corrections has been able to meet requirements set by the courts, legislature and the American Correctional Association, while keeping inmate problems to a minimum during a period of rapid population expansion. Now that the immediate crisis has been met, the Department will proceed to develop the management capabilities required to effectively handle 18,000 adult inmates, 9,000 adult releasees and 2,500 juveniles. This includes reducing populations at institutions to manageable levels, providing necessary resources to the Juvenile Division, enhancing the Information System, and expanding research and evaluation efforts. These are the major priorities for fiscal year 1986.

Illinois Department of Corrections-Human Services Data Report

TABLE 1-16

Accreditation Status - Adult & Juvenile January 1985

Facility	Correspondent	Accredited	Re-Accredited	Re-Accreditation Due
Adult Institutions:				
Centralia		JAN 1983		JAN 1986
Dixon				
Dwight		JAN 1981	MAY 1984	MAY 1987
East Moline		APR 1983		APR 1986
Graham		JAN 1983		JAN 1986
Jacksonville	JAN 1985			
Joliet		AUG 1982		AUG 1985
Lincoln	JAN 1985			
Logan		MAY 1980	AUG 1983	AUG 1986
Mehard		MAY 1980	AUG 1983	AUG 1986
Menard Psych		FEB 1980	AUG 1983	AUG 1986
Pontiac	SEP 1981			
Shawnee				
Sheridan		JAN 1981	JAN 1985	JAN 1988
Stateville		JAN 1985		
Vandalia		APR 1980	NOV 1983	NOV 1986
Vienna		MAY 1979	MAY 1982	MAY 1985
Community Corr Ctrs:				
Decatur		JAN 1982	JAN 1985	JAN 1988
East St Louis		JAN 1982		JAN 1985
Fox Valley		AUG 1982		AUG 1985
Joliet		JAN 1982	JAN 1985	JAN 1988
Jessie "Ma" Houston		JAN 1982	JAN 1985	JAN 1988
Metro		MAR 1981	MAY 1984	MAY 1987
Peoria		AUG 1982		AUG 1985
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				
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
Warrenville		AUG 1982		AUG 1985
Juvenile Field Services		OCT 1981	NOV 1984	NOV 1987
<hr/>				
River Bend CCC		JAN 1982		
IYC-Dixon Springs		AUG 1983		
IYC-Hanna City		APR 1983		

Chapter 2

Adult

Institutions

&

Centers

CHAPTER 2

ADULT INSTITUTIONS AND CENTERS

A. PROGRAM DESCRIPTION

1. 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."

2. Purpose, Organization, and Mission Statement

Adult institutions and centers take custody of adults committed by Illinois courts and MSR/parole violators and provide for basic inmate needs and program opportunities. These 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 17 operating institutions, one institution in the pre-opening phase (Danville), one institution under construction (Galesburg), the Office of the Transfer Coordinator, and Correctional Industries. Figure 1-2 shows the location of these institutions. Community Correctional Centers currently include 15 facilities. Figure 1-3 shows the location of these facilities.

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.

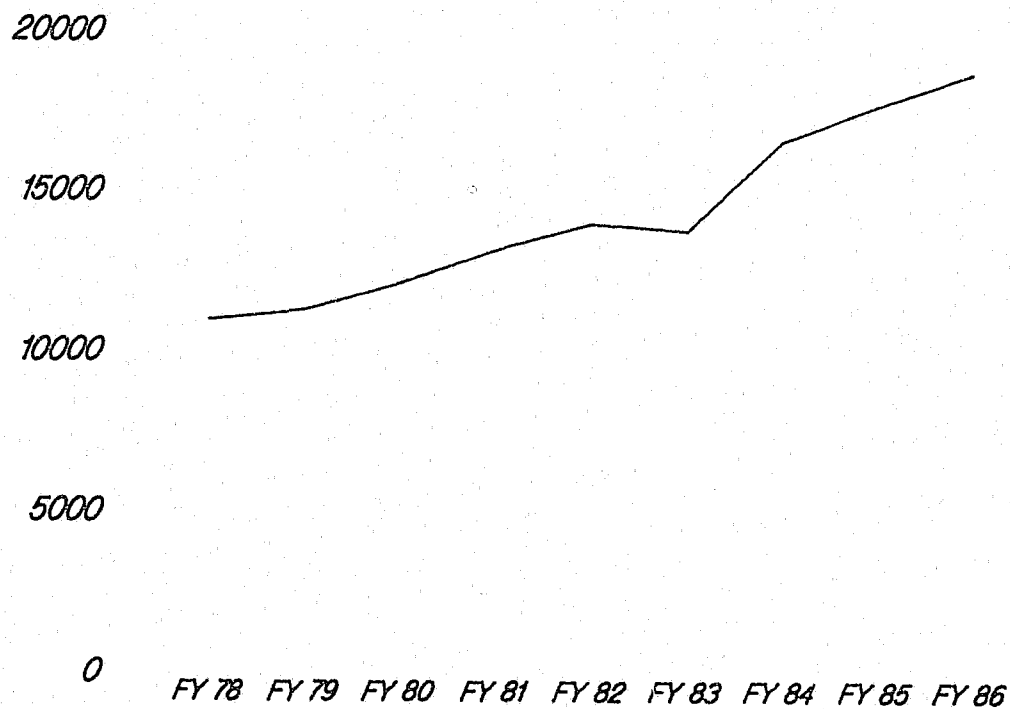
3. Summary of Services

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

- o 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.
- o 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.
- o 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.
- o 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.

Figure 2-1

Adult Institution Population FY 78 to FY 86



- o 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.

4. Historical Data

a. Adult Institutions

On June 30, 1978, Illinois had 10,944 inmates. By June 30, 1986, the inmate population is projected to rise to 18,704, which is a 70% increase in only eight years. Almost 5,000 of the total increase of 7,760 will occur between June 30, 1983, and June 30, 1986. This growth in inmate population is shown in Table 2-1 below:

TABLE 2-1

Population 1978 - 1986

<u>Fiscal Year</u>	<u>Population</u>
1978	10,944
1979	11,263
1980	12,102
1981	13,141
1982	13,967
1983	13,735
1984	16,549
1985 (Projected)	17,672
1986 (Projected)	18,704

1) Admissions

Most of the population growth occurring up to fiscal year 1984 can be attributed to increased admissions; admissions increased by 74.8% from 7,483 in fiscal year 1978 to 11,503 in fiscal year 1983. Admissions are defined as inmates committed to the Department of Corrections and community supervision violators returned to custody. From fiscal year 1978 through fiscal year 1983, court and violator admissions steadily increased. Until July, 1983, misdemeanants were also committed to the Department. These admissions declined through 1980, showing an increase up until June, 1983. The incarceration rate (the number of admissions per 100,000 population of the State, Table 2-2) increased from 66.0 in 1978 to 84.8 in 1984. Average monthly felony admissions increased from 494 to 584 during this time period.

TABLE 2-2

ILLINOIS DEPARTMENT OF CORRECTIONS

INCARCERATION RATE: 1970-1984

CALENDAR YEAR DATA

<u>Year</u>	<u>Illinois Population</u>	<u>Admission</u>				<u>Incarceration Rate (Per 100,000)</u>
		<u>Total</u>	<u>Felon</u>	<u>Defaulters</u>	<u>Misdem.</u>	
1970	11,113,976	4,927	2,343	477	2,107	44.3
1971	11,182,000	4,437	2,354	264	1,819	39.7
1972	11,244,000	4,375	2,550	292	1,533	38.9
1973	11,175,160	3,839	2,736	190	913	34.4
1974	11,131,000	4,544	3,372	295	877	40.8
1975	11,145,000	6,032	4,509	601	922	54.1
1976	11,229,000	6,457	4,733	789	935	57.5
1977	11,246,140	6,922	5,029	1,177	716	61.6
1978	11,243,000	7,432	5,254	1,591	578	66.0
1979	11,243,000	8,478	5,905	1,949	624	75.4
1980	11,349,000	9,240	6,154	2,448	638	81.4
1981	11,351,641	9,858	7,203	1,878	777	86.8
1982	11,416,513	10,467	6,764	2,838	865	91.7
1983	11,566,701	11,084	7,307	3,218	559	95.8
1984	11,554,047	9,799	6,782	3,017	0	84.8

TABLE 2-3

Admissions: 1978 - 1985

<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 (Projected)	7,066	2,698	0	9,764

Fiscal year 1984 saw the first drop in admissions since fiscal year 1981. This reduction occurred in both court and violator admissions. There are many factors related to this decline. Crime has decreased since 1980, dropping 12% from calendar year 1980 to 1983. The Illinois Criminal Justice Information Authority reports that law enforcement officials generally agreed that increased citizen involvement in crime prevention programs, more patrols, aggressive prosecution and tougher sentencing were the major reasons for the decline. In addition, demographic changes are occurring; the baby boom cohort is moving out of the at-risk age groups of 18 to 30. Yet this decrease in admissions is still more significant than demographics would suggest. Using the method of multiplying the incarceration rate for specific age, race, and sex groups by the projected Illinois population for that group yields a demographic projection for admissions. This method projects an average monthly court admissions at 627 for fiscal year 1985. Actual experience in fiscal year 1985 is 538.

The decrease in admissions cannot therefore be directly tied to a decline in demographics. Another factor is the increase in sentence length that occurred during this time period. In 1978, determinate sentencing legislation was passed. Determinate sentencing reduced length-of-stay for lower class offenses, while increasing length-of-stay for more serious offenses. Beginning in 1982, longer stays kept some of the more serious offenders incarcerated for a longer period:

TABLE 2-4

Comparison of Length of Stay
(Years)

<u>Class</u>	<u>1978 Exits</u>	<u>1984 Admissions</u>	<u>Impact</u>
M	11.0	14.0	+3.0
X	4.0	5.9	+1.8
1	3.5	3.3	-0.2
2	2.7	2.0	-0.7
3	2.6	1.5	-1.1
4	2.3	1.0	-1.3

While longer sentences will contribute to decreased admissions in future years, it will also contribute to increased populations; length-of-stay also impacts another portion of the population equation - exits.

2) Exits

An important consequence of determinate sentencing was the elimination of discretionary exits from prison. The chart below shows the changes in exits from fiscal year 1978 to fiscal year 1986. Exits increased from 7,219 in fiscal year 1978 to 11,755 in fiscal year 1983. Most of the increase from 1981 to 1983 can be attributed to the forced release policy. This policy reduced length-of-stay through the awarding of Meritorious Good Time (MGT). From fiscal year 1980 to fiscal year 1983, 10,019 inmates were forced released and many other inmates were awarded MGT. A total of 2,655,464 days or 7,275 years of time was awarded to 63,616 recipients over the three years the forced release policy was in effect.

TABLE 2-5

Exits: 1978 - 1985

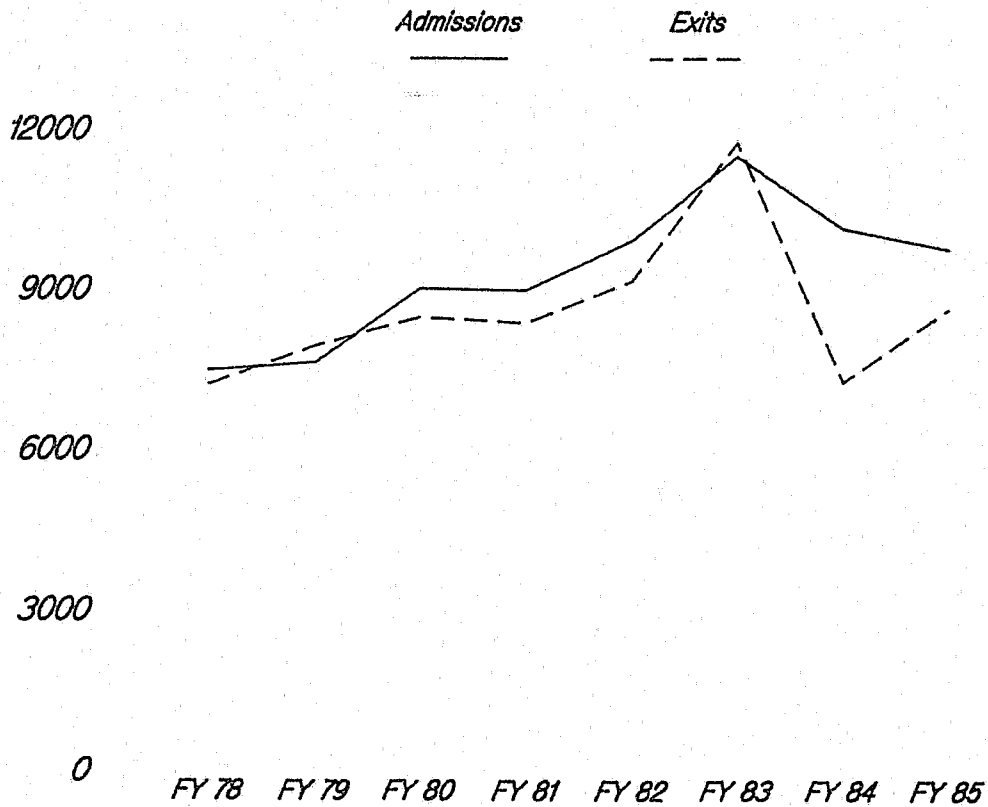
<u>Fiscal Year</u>	<u>Parole</u>	<u>Nondiscretionary</u>	<u>Other</u>	<u>Total</u>
1978	5,440	771	1,008	7,219
1979	4,243	1,843	1,362	7,948
1980	3,229	3,822	1,431	8,482
1981	1,008	6,039	1,325	8,372
1982	849	6,717	1,603	9,169
1983	522	11,191	42	11,755
1984	311	6,919	40	7,270
1985 (Projected)	267	8,318	54	8,639

The drop from 11,755 exits in fiscal year 1983 to 7,270 in fiscal year 1984 resulted from the termination of forced release. On July 12, 1983, the Illinois State Supreme Court ruled that the IDOC application of MGT awards greater than 90 days was unconstitutional. It ordered that a maximum of 90 days of MGT could only be awarded per inmate. This had an immediate impact because in the last days of forced release some inmates had received up to 251 days; a significant number of inmates who would have been released in fiscal year 1983 were already gone. IDOC projections indicate that for fiscal year 1986, exits will continue to remain below the levels of fiscal year 1983. The longer length-of-stay and reduced exits will continue to lead to an increased population. This increase in population has required increased capacity.

3) Capacity

Forced release was initiated in 1980 because the population was exceeding rated capacity and was projected to continue; the Department was already operating crowded institutions at the rated

Figure 2-2
Admissions & Exits FY 78 to FY 85



capacity levels. A decision was made at that time not to increase capacity administratively.

Rated capacity is the maximum number of inmates an institution can hold. It is not the desirable operational level that an institution should maintain. As Table 2-6 shows, from 1974 through 1976, a total of 4,136 beds were added through double and multi-celling. The majority of these changes were accomplished at the four maximum institutions. However, the rated capacity levels later established in 1978 for Joliet, Stateville, Pontiac, and Menard Correctional Centers have not changed significantly since then. Except for the double-celling of Graham and Centralia Correctional Centers in 1984, all capacity changes since 1978 have been the result of bed construction.

Rated capacity increased from 11,736 in fiscal year 1978 to 16,109 by the end of fiscal year 1984. Rated capacity is projected to be 19,848 by the end of 1986.

TABLE 2-7

Change in Rated Capacity

	<u>FY'84</u>	<u>FY'85</u>	(Projected) <u>FY'86</u>	(Projected) <u>FY'87</u>
Change in Rated Capacity	+2,291	+2,400	+1,339	+750

These increases represent the building and opening of two minimum and three medium security level prisons.

Not only has the Department increased the number of beds, but has done so at the lower security levels. As Table 2-8 shows, this will allow greater flexibility in placing inmates at the appropriate security level and provide incentives for inmates for reduced security level placement.

IDOC can begin to reduce the population at the maximum institutions. The current rated capacity number for Stateville, Pontiac, Menard, and Joliet Correctional Centers is still based on the 1978 double-celling decision. These are the oldest and largest institutions housing the most serious and dangerous inmates. It is imperative that the populations at these institutions be reduced to make them safer and more manageable.

TABLE 2-6
Year to Year Capacity Changes
FY'74 thru FY'86

Fiscal Year	Rated Capacity	Capacity Change	Administrative Decisions			New Construction			Conversion			Other Contr. Facil.
			Double/ Multi Cell	Reduction	New Facility	Existing Facil.	Renovation of Existing Facil.	Mental Health Facil.	Other State Facil.	Juv Facil.	CCC	
74	7,003											
75	7,877	+874	+1,415	-541	0	0	0	0	0	0	0	0
76	10,812	+2,935	+2,721	0	0	0	+130	0	0	0	+84	0
77	11,035	+223	+300	-300	0	0	0	+150 ¹	0	0	+73	0
78	11,736	+701	+275	-465	0	0	0	+860 ²	0	0	+31	0
79	11,902	+166	0	0	0	+100	0	0	0	0	+66	0
				-150(R) Pontiac		+150(R) Pontiac						
80	12,025	+123	0	-125	0	+100	0	0	0	0	+148	0
81	13,447	+1,422	0	0	+1,050	+50	0	+50	+100	0	+172	0
			+10(R) Menard	-10(R) Menard	Special Unit	+100(R) Pontiac						
				-100(R) Pontiac								
82	14,047	+600	0	0	+450	0	0	+150	0	0	0	0
83	13,818	-229	0	0	0	0	0	0	+20	0	-249	0
84	16,109	+2,291	+408	0	0	+200	+350	+822	+40	+250	+124	+97
85	18,509	+2,400	0	0	+1,600	+221	0	+407	0	+100	+114	-42
				-25(R) Sheridan	+150(4)	+25(R) Sheridan		-150(R) Jacksonville				
					Jacksonville			-150(R) Lincoln				
					+150(R) Lincoln							
86	19,848	+1,339	0	0	+900	0	0	+439	0	0	0	0

¹Resulted in 100 bed reduction in Menard Max

²Resulted in 140 bed reduction in Menard Max

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TABLE 2-8
ADULT POPULATION RATED CAPACITY BY INSTITUTIONAL SECURITY DESIGNATION AND COMMUNITY CENTERS
Fiscal Year 1974 through Fiscal Year 1986

SECURITY DESIGNATIONS	FY74		FY75		FY76		FY77		FY78		FY79		FY80	
	#	%	#	%	#	%	#	%	#	%	#	%	#	%
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 Psy.	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 ¹	-		-		-		-		-		-		-	
MAXIMUM 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	-		-		-		-		-		-		-	
Logan	-		-		-		-		750		750		750	
Men. Spec. Unit	-		-		-		-		-		-		-	
Pontiac MSU	-		-		-		-		-		-		-	
Shawnee	-		-		-		-		-		-		-	
Sheridan	200		265		285		325		325		425		425	
Vandalia	800		650		690		700		700		700		700	
Other State ¹	-		-		-		-		-		-		-	
MEDIUM 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 ¹	-		-		-		-		-		-		-	
MINIMUM 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	
FARM TOTAL	290	4	290	4	340	3	490	5	600	5	750	6	750	6
WORK CAMP														
Dixon Springs (Vienna)	-		-		-		-		-		-		-	
East Moline #1	-		-		-		-		-		-		-	
East Moline #2	-		-		-		-		-		-		-	
Hanna City	-		-		-		-		-		-		-	
Hardin Co. (Vienna)	-		-		-		-		-		-		-	
Springfield (Lincoln ²)	-		-		-		-		-		-		-	
Vandalia	-		-		-		-		-		-		-	
WORK CAMP TOTAL	-	0	-	0	-	0	-	0	-	0	-	0	-	0
TOTAL INSTITUTION	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
COMBINED TOTAL	7,003		7,877		10,812		11,035		11,736		11,902		12,025	

¹ Refers to contractual bedspace

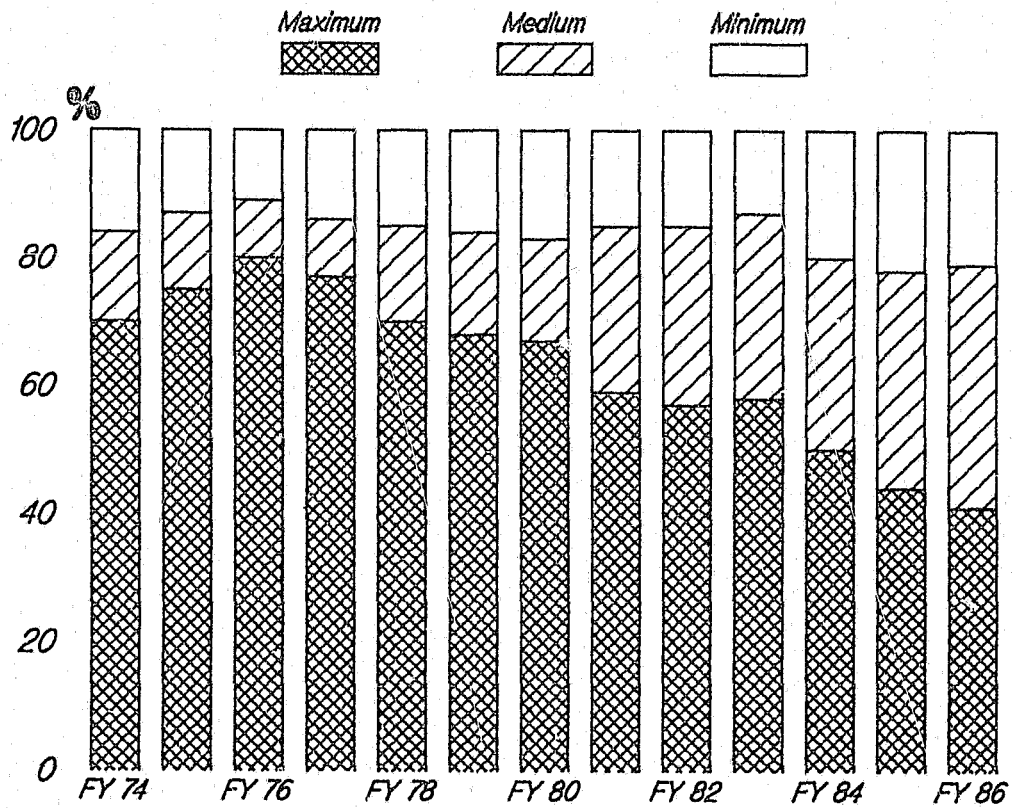
² Initially part of Logan Correctional Center

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TABLE 2-8
ADULT POPULATION RATED CAPACITY BY INSTITUTIONAL SECURITY DESIGNATION AND COMMUNITY CENTERS
Fiscal Year 1974 through Fiscal Year 1986

FY81		FY82		FY83		FY84		FY85		FY86		SECURITY DESIGNATIONS
#	%	#	%	#	%	#	%	#	%	#	%	
400		400		400		400		400		496		MAXIMUM
1,250		1,250		1,250		1,250		1,340		1,340		Dwight
2,270		2,280		2,280		2,280		2,280		2,280		Joliet
315		315		315		315		315		315		Menard
1,800		1,700		1,700		1,700		1,700		1,700		Menard Psy.
2,050		2,050		2,050		2,050		2,050		2,050		Pontiac
-		-		-		-		6		10		Stateville
7,995	59	7,995	57	7,995	58	8,091	50	8,191	44	8,191	41	Federal ¹
												MAXIMUM TOTAL
600		750		750		950		950		950		MEDIUM
-		-		-		-		-		900		Centraffa
-		-		0		154		561		1,000		Danville
450		750		750		950		950		950		Dixon
750		750		750		850		850		850		Graham
250		250		250		250		250		250		Logan
300		300		300		300		300		300		Men. Spec. Unit
-		-		-		-		900		900		Pontiac MSU
425		425		425		625		750		750		Shawnee
700		700		700		700		700		700		Sheridan
-		-		-		12		0		0		Vandalia
3,475	26	3,925	28	3,925	29	4,791	30	6,211	34	7,550	38	Other State ¹
												MEDIUM TOTAL
50		200		200		568		568		568		MINIMUM
-		-		-		150		500		500		East Moline
-		-		-		150		500		500		Jacksonville
685		685		685		685		685		685		Lincoln
-		-		-		79		45		45		Vienna
735	6	885	6	885	6	1,632	10	2,298	12	2,298	12	County Jail ¹
												MINIMUM TOTAL
90		90		90		90		90		90		FARM
-		-		-		-		-		-		Menard
200		200		200		200		200		200		Pontiac
290	2	290	2	290	2	290	2	290	2	290	1	Stateville
												FARM TOTAL
-		-		-		150		150		150		WORK CAMP
-		-		20		60		60		60		Dixon Springs
-		-		-		60		60		60		(Vienna)
-		-		-		100		200		200		East Moline #1
50		50		50		150		150		150		East Moline #2
50		50		50		58		58		58		Hanna City
50		50		50		50		50		50		Hardin Co.
												(Vienna)
												Springfield
												(Lincoln ²)
												Vandalia
150	1	150	1	170	1	628	4	728	4	728	4	WORK CAMP TOTAL
12,645	94	13,245	94	13,255	96	15,432	96	17,718	96	19,057	96	TOTAL INSTITUTION
802	6	802	6	553	4	677	4	791	4	791	4	COMMUNITY CENTER
13,447		14,047		13,818		16,109		18,509		19,848		COMBINED TOTAL

Figure 2-3
 Rated Capacity by Security Designation FY 74 to FY 86



b. Community Correctional Centers

Community correctional center beds became available in September, 1969. Center population gradually increased throughout the 1970's. In the early 1980's, with the need for prison beds coupled with the identification of a greater number of low risk inmates in institutions who were eligible and could benefit from the program, the center population exceeded 800. Population reached 742 as of December, 1984. The table below depicts the community center population through 1984.

TABLE 2-9

Community Correctional Center Population: 1970-1984

<u>Fiscal Year</u>	<u>Average Monthly Population</u>
1970	19
1971	49
1972	107
1973	152
1974	202
1975	208
1976	230
1977	317
1978	334
1979	396
1980	558
1981	721
1982	775
1983	676
1984	673
1985	715

From fiscal year 1981 through fiscal year 1984, the community center population has declined; a slight increase is seen so far in fiscal year 1985. The recent overall decrease is partly due to a decline in the number of beds available (due to community opposition) and the increase in the maximum length of stay. These fluctuations resulted in less residents being admitted and served in center programming.

TABLE 2-10

	<u>FY'81</u>	<u>FY'82</u>	<u>FY'83</u>	<u>FY'84</u>	<u>*FY'85</u>
Average Number of Community Center Beds	764	802	684	668	699
Number of Residents Served	2,915	3,334	2,781	2,210	2,462
*Annualized Estimate					

Fiscal year 1985 experience projects a decrease in the number of residents charged with a violation, either a technical violation of center rules or commission of a new crime.

TABLE 2-11

	<u>FY'81</u>	<u>FY'82</u>	<u>FY'83</u>	<u>FY'84</u>	<u>FY'85</u>
Average Number of Violators Per Month from Community Centers	70	72	61	55	53
Violation Rate	29%	26%	26%	30%	26%

A number of low risk residents have been identified for community center transfer, resulting in a continuing longer successful length of stay and a decline in the number of violations.

5. Goals, Objectives and Results - Fiscal Year 1985

See tables 2-12 and 2-13.

TABLE 2-12
Adult Institutions
Goals, Objectives, & Results
Fiscal Year 1985

<u>GOALS</u>	<u>OBJECTIVES</u>	<u>RESULTS AS OF 12/31/84</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:		
- reducing the population;	1.1 By July, 1984, open and utilize new existing center and renovated educational/medical building at Sheridan;	Opened.
	1.2 By January, 1985, increase bedspace at Lincoln and Jacksonville to 500 each;	Opened. 1,000 total beds added.
	1.3 By December, 1984, increase usable bedspace at Dixon to 846 beds;	261 of beds added. Unable to delay in construction of dining room facilities.
-classification, assigning appropriate inmates to the various adult institutions;	1.4 By August, 1984, expand Joliet Annex an additional 90 beds;	90 beds added September, 1983.
-updating, modernizing and repairing existing physical plants;	1.5 By February, 1985, 900 beds at Vienna II with initial placements December, 1984;	Initial placements, November, 1984.
-developing increased training for staff in areas related to the safety and security in the institutional environment	1.6 By Fall, 1984, begin construction of new dining facilities at Joliet;	Preliminary site work has begun.
-planning for new institutional beds, either through conversion of under-utilized State facilities or building new ones.	1.7 Achieve ACA accreditation for Pontiac and Stateville Correctional Centers;	Stateville was accredited and two facilities were reaccredited, Dwight and Sheridan. Accreditation is in process at Pontiac.
	1.8 To continue cooperative training with the Department of Law Enforcement and Institutional Investigators, ensuring adequate investigation of crime with the institutions;	Specialized training held on gangs, hostage negotiation, and crime scene investigations.

TABLE 2-12 (Continued)

GOALS	OBJECTIVES	RESULTS AS OF 12/31/84
1.9 Continue cooperation with the Juvenile Institutions, All policies, juvenile and adult developing a departmental sense of purpose;		combined into Administrative Rules.
1.10 Continue expansion of medium security beds;		
1.11 By July, 1984, implement reclassification instrument to ensure effectiveness in institutional placements;		Reclassification instrument implemented July 1, 1984.
1.12 By July, 1984, relocate Central R&C from Vandalia to Graham;		R&C relocated to Graham effective May, 1984.
1.13 Increase in-service training programs particularly for supervisory personnel on supervisory skills, communication skills,		62 supervisors received in-service training. New food service training developed.
1.14 By December, 1984, begin remodeling/building of kitchen/dining room complex at Stateville;		Renovation is nearly completed.
1.15 By Spring, 1985, begin sewer drainage improvements at Joliet;		
2. To continue to develop uniform adult policies and procedures which include a system for monitoring compliance.	2.1 During FY'85, continue to ensure that ARs and ADs are implemented consistently;	Ongoing.
	2.2 During FY'85, ensure that all adult institutions are in compliance in all areas of regulations and procedures evaluated on an annual basis;	
	2.3 Continue to review and recommend necessary changes in ARs and ADs.	
	2.4 During FY'85, implement standardized hiring process for security personnel.	Implemented statewide hiring standards, November 1984.
3. Increase programming that increases out-of-cell time.	3.1 During FY'85, expand Correctional Industry work assignments through expansion of industry products;	Added second Data Entry Shop at Pontiac. Opened Graham Furniture Plant. Added new soap to Stateville Soap Shop. Added metal foot products at Pontiac.
	3.2 During FY'85, ensure that the maximum institutions maintain a plan which provides daily out-of-cell time for all inmates in general population;	Program Service s plans specify activities which are available.

TABLE 2-12 (Continued)

GOALS	OBJECTIVES	RESULTS AS OF 12/31/84
<p>63</p> <p>4. To continue to develop training for identified adult institutional personnel who are being developed for administrative roles.</p> <p>5. To have available specific "crisis groups" such as Statewide Escape Teams.</p> <p>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> <p>7. To promote family stability for inmates in adult institutions.</p>	<p>3.4 During FY'85, despite an increase in total population, maintain or reduce segregation placements through alternative disciplinary action;</p> <p>3.5 During FY'85, increase evening programming at all facilities where security would not be compromised;</p> <p>3.6 By December 31, 1984, add 100 inmate assignments through Correctional Industries at Vienna, Graham, Pontiac and Stateville.</p> <p>4.1 During FY'85, continue to provide training to identified groups;</p> <p>4.2 During FY'85, have them assist in at least one audit at an institution other than the one where they are stationed.</p> <p>5.1 During FY'85, ensure that two teams are available for immediate response to (crisis) escape situations.</p> <p>6.1 During FY'85, on-site In-Service Stress Training will be provided to all personnel;</p> <p>6.2 In FY'85, a Family Stress Program will be established at several institutions for personnel.</p> <p>6.3 In FY'85, all adult institutions will implement a physical fitness program for their personnel.</p> <p>6.4 By December, 1984, all adult facilities will implement a program to recognize its staff for years of service and exceptional achievements.</p> <p>7.1 In FY'85, a family advocate program will be implemented at Dwight Correctional Center.</p>	<p>Academic and vocational programs have been expanded at nine locations.</p> <p>Total # of segregation placements have stayed consistent despite increases in population.</p> <p>All institutions have implemented various forms of evening programming.</p> <p>152 new assignments added.</p> <p>Training has been provided through special assignments performed in conjunction with current duties.</p> <p>Teams have been available and responded to three escape situations.</p> <p>Pontiac established a program and held at least three sessions.</p> <p>All facilities have established programs including jogging, weight lifting and aerobics.</p> <p>As of December 31, 1984, 1,278 awards have been given through 16 institutions.</p> <p>Family advocate commenced duties November of 1984.</p>

TABLE 2-13

Community Correctional Centers
Goals, Objectives, & Results
Fiscal Year 1985

<u>GOALS</u>	<u>OBJECTIVES</u>	<u>RESULTS AS OF 12/31/84</u>
1. To identify the most appropriate inmate in Community Correctional Centers.	1.1 To refine CCC classification procedures/system.	1.1 Violation rate from FY'81-FY'84 was between 26% and 29%. In the first six months of FY'85, the rate fell to 20%. The number of CCC violators fell from 70 per month in FY'81 to 53 per month in FY'85. Validated Classification System to improve success rate while reducing offense-based denials.
2. Revise Community Correctional Center procedures into standard Administrative Directives Format.	2.1 Select and revise those procedures appropriate for Administrative Directives.	2.1 Administrative Directives reviewed and revised, when necessary, by Policy Review Committee on an ongoing basis.
	2.2 Develop Community Correctional Center handbooks to cover procedures not appropriate for Administrative Directives.	2.2 All Administrative Directives found appropriate for authoritative control of policies.
	2.3 Eliminate all unnecessary or outdated procedures	2.3 Reviewed and resolved by the Policy Review Committee.
3. To more appropriately match the programmatic opportunities and privileges system with the changing needs of the resident population.	3.1 To restructure the CCC level system.	3.1 New level system adopted as Department Rule in August, 1984. Program activity of over 35 hours per week increased from 78% of the residents in FY'84 to 88% of the residents in FY'85. Percentage of residents inactive fell from 9% in FY'84 to 4% in FY'85. Violations resulting in a return to an adult institution has been declining since FY'82.
4. To maintain accreditation status for Centers with Commission on Accreditation for Corrections.	4.1 To correct any operating deficiency noted in the previous accreditation process.	4.1 Decatur, Joliet and Jesse "Ma" Houston Community Correctional Centers were reaccredited. Non-compliances were met for each center.

TABLE 2-13 (Continued)

<u>GOALS</u>	<u>OBJECTIVES</u>	<u>RESULTS AS OF 12/31/84</u>
5. Implement training curriculum which focuses on programmatic issues.	4.2 To correct operating deficiency noted by internal departmental audits.	4.2 OPA audits conducted. Action plans were developed to meet standards.
	5.1 Review current training curriculum and revise necessary procedures to address programmatic issues.	5.1 Necessary phases of training curriculum revised to reflect programmatic needs at CCC's.
	5.2 Utilize the expertise of community resources such as DCCA and Illinois Job Service.	5.2 DCCA/JTPA, Job Services, etc., personnel provided training sessions to CCC staff.
	5.3 Development special needs programs such as Health Services and Mental Health.	5.3 IDOC Health Services/Mental Health staff provided training on special needs population.

6. Accomplishments For Fiscal Year 1985a. Adult Institutions1) Capacity

IDOC continued its efforts to increase bed space and reduce crowding by completing construction and opening three new facilities, adding 1,900 new beds to the system. Two of the facilities, the Jacksonville Correctional Center and the Lincoln Correctional Center, are both 500 bed minimum security facilities and were opened in October, 1984. These two facilities utilize the same basic design with modifications for the individual sites; both utilize 10 man "dormitory" settings. Prior to their openings, both host communities contained 150 bed pre-release centers sited at underutilized mental health developmental centers. Both of these institutions came on-line less than one year from the date of appropriation.

The third facility is the Shawnee Correctional Center, a 900 bed medium security facility adjacent to an existing facility at Vienna, Illinois. Shawnee Correctional Center was completed and opened December, 1984.

Conversion of the Dixon Mental Health Center to a 1,000 bed medium security facility also continued. The Dixon Correctional Center currently houses 496 inmates. Bed space will be increased as construction is completed. Also planned for Dixon is a 315-bed "Special Programs Unit." This is a unique concept designed to address the specific needs of those inmates who have difficulty functioning in the general inmate population due to mental or emotional handicaps, learning disabilities, or severely restrictive physical handicaps.

The Department also completed construction of capacity expansions at the East Moline Correctional Center (200 beds, minimum security), the Sheridan Correctional Center (125 beds, medium security), and the Dwight Correctional Center (96 beds).

Construction of a new 900 bed medium security facility at Danville began on July 5, 1983, with the awarding of the first construction contract. This facility is expected to begin housing inmates in September, 1985. The Department also broke ground and began construction on the site of a new 750 bed medium security facility in Knox County at Galesburg, Illinois to be opened in fiscal year 1987. This is the last all-new site planned for the immediate future.

2) Classification

Creating available bedspace to accommodate the growing population has been a major focus of the department for the past several years. To effectively utilize this space, IDOC has created the Illinois Classification System, a three-component system designed to match the characteristics and needs of individual offenders with the

appropriate physical security, level of supervision, and program services which are available. Classification is useful in placing inmates by balancing prisoners' basic needs with public protection and safety. It becomes the basis for decisions concerning facility planning, program development, and prison management. The Illinois Classification System is nationally recognized as one of the most effective systems currently in use, and has realized the intended effect of committing only these resources necessary to each individual inmate.

a) Initial Classification

Initial classification, or the initial placement of a newly admitted inmate, was implemented in November, 1981. Several objectives have since been achieved.

The classification system has been interfaced with the Department's computerized information system assisting in the reliability of data in population profiling, projection, planning, and programming activities. The new classification system also standardizes procedures for all Reception & Classification Units.

A revalidation study was performed in August, 1983 to assess the performance of the Initial Classification System. This study resulted in a modification of the male classification instrument, which results in more appropriate inmate placement and utilization of the Department's resources. A second validation is planned for fiscal year 1986.

b) Reclassification

In addition to the physical expansion of bedspace, the Department undertook steps to ensure the maximum utilization of the new space. The Adult Institutions Division worked with the Bureau of Administration and Planning to implement the Adult Reclassification System during July, 1984. The Adult Reclassification System is a valuable management tool; it identifies individual inmates who have demonstrated the potential for successful adjustment to the institutional environment and can therefore be placed at lower security level facilities. This is essential because the new facilities completed or under construction are or will be medium or minimum security space.

Although initial classification is based on the best information and procedures available, it remains an actuarial-based system. Reclassification serves as a way to monitor an inmate's progress after initial placement and replaces personal historical data with behavioral data from his incarceration. Reclassification extends the logic of initial classification and consists of a set of standardized procedures and a scoring instrument.

Reclassification does not necessarily imply a change in the inmate's security, placement, programming or work assignment. It primarily serves as a way to monitor the inmate's progress and bring

attention to problems on a routine basis. The process will review an inmate's progress in the areas of programming, discipline, and special needs. Reclassification reviews will occur at a minimum of once a year. As with initial classification, reclassification has been integrated into the management information system and transfer procedures.

c) Community Correctional Center Screening Instrument

With the demand for prison beds coupled with the need for a gradual transition back to free society, the Community Correctional Center screening instrument was designed to select lowest risk inmates as residents in community correctional centers. These residents are placed in a less restrictive environment for the purposes of establishing steady work habits, inducing criminal-free behavior, and re-establishing family ties. This offender-based system considers not only the needs of the offender but also the risk to the safety of the public.

The classification system utilizes two assessment scales. The risk scale, consisting of items relating to prior criminal history, institutional behavior and a counselor's appraisal of behavior, address the inmate's potential risk of program failure. The needs assessment scale applies the anticipated living conditions, psychological well-being, substance abuse, and attitudes toward personal advancement to note specific problem areas of the residents. The two scales are combined to indicate those inmates best suited for the community setting.

An offender-based (rather than offense-based) classification instrument will allow individuals with more violent offenses to be selected for community center programming without threatening public safety. In addition, procedures have been established to address longer center stays by residents.

3) Accreditation

A major accomplishment of IDOC during fiscal year 1985 was the accreditation of Stateville Correctional Center. In 1977, Stateville was described as the worst maximum security prison in the nation. This year's accreditation is considered one of the major achievements of the Department. During fiscal year 1985, the Pontiac Correctional Center will be accredited. In addition, the Lincoln and Jacksonville Correctional Centers have initiated correspondence leading to accreditation. Table 1-16 in Chapter 1 provides a current listing of institution/center accreditation status.

The Department has been a leader in this process, having both the first adult institution to be accredited and reaccredited (Vienna Correctional Center) and the first accredited maximum security facility (Menard Correctional Center). Accreditation efforts began after 1977 with acceptance of the American Correctional Association's manual on standards of institutional living conditions and operations. Standards allow for the measurement of acceptable

performance in achieving objectives. The standards require written policy and/or procedures in specific areas of operation. Policy and procedures are the crucial elements in the effective administration of an agency.

As part of these accreditation efforts, the Department has revised and rewritten all Administrative Regulations and Administrative Directives to ensure consistency, applicability, and accountability. In order to ensure compliance with established policy and procedure, the Department's Bureau of Inspections and Audits maintains centralized monitoring capabilities through its Internal Fiscal Audit Section. In addition, the audit function provided by the Operation and Program Audit Section has been instrumental in assisting administrators assessing the performance of managers in relation to predetermined indicators.

4) Inmate Assignments and Programs

A major problem confronting all correctional systems is ensuring that inmates have the opportunity to make productive use of their time. The department plans to expand the quality and availability of program opportunities so that out-of-cell time can be used constructively.

Opening new facilities provides a major expansion in the quantity and variety of routine work assignments. Many of these routine assignments also create opportunities for inmates to obtain marketable skills in an on-the-job environment. The opening of new facilities provided a large number of additional routine work assignments.

Industries and program assignments for inmates were also significantly expanded during fiscal year 1985. Correctional Industries is a self-supporting division of the Department which employs over 800 inmates in the production of a diverse range of goods and services. The Correctional Industries mission is to employ inmates in productive endeavors which will aid them in the development of positive work habits and marketable skills. In fiscal year 1985, Industries operated 40 production, service, and agricultural facilities in 13 adult correctional centers. Table 2-14 lists on-going industry programs at adult institutions. For fiscal year 1985, the program will realize its fourth year of net profits. Profits are used to upgrade equipment, which boosts productivity and increases inmate assignments.

TABLE 2-15

	FY'82	FY'83	FY'84	(Projected) FY'85
Actual Assignments Filled	604	576	676	774
Available Assignments	732	689	792	836

Correctional Industries added 152 new assignments with the addition of a data entry shop at Pontiac Correctional Center, a furniture plant at Graham Correctional Center, and a belt manufacturing

operation at Centralia Correctional Center. Also in fiscal year 1985, Industries will open a drycleaning plant at Joliet Correctional Center. Sales are expected to reach \$13 million and inmate assignment levels to increase by 15% over fiscal year 1984.

TABLE 2-16

Annual Sales	<u>FY'82</u>	<u>FY'83</u>	<u>FY'84</u>	<u>*FY'85</u>	<u>*FY'86</u>
(\$ in thousands)	\$8,418.2	\$9,162.8	\$10,166.2	\$13,000.0	\$17,000.0

*Projected

The Correctional School District (School District #428) provides an important source of assignments. A wide variety of academic and vocational programs is offered by the Department. Inmates can earn high school diplomas (GED) and more advanced degrees as well as learn vocational skills to improve their employment potential upon release.

During fiscal year 1985, the School District plans to establish and expand educational and vocational programs including Baccalaureate programs and library services at the Dixon, Jacksonville, Lincoln and Shawnee Correctional Centers. Also planned are expansions of educational programs at the Dwight Correctional Center and an expansion of programs for inmates in protective custody at Joliet. These new programs will contribute to an overall increase in enrollment.

The Special Needs Unit at the Dixon Correctional Center will be the site of a unique School District program tailored to meet the specific needs of these inmates. The program will teach basic education and life survival skills, and will initiate a special vocational program by operating a dry cleaning plant for institutional use.

TABLE 2-14
Correctional Industries Programs

PROGRAMS	Centralia	Dwight	East Moline	Graham	Joliet	Logan	Menard	Menard Psy	Pontiac	Sheridan	Stateville	Vandalia	Vienna
Tire Recapping	X												
DAS/DOC Garage	X			X	X								
Drapery		X											
Garment		X					X				X		
Data Entry					X				X				
Bedding					X								
Furniture Refinishing						X	X			X			
Broom and Wax							X						
Tobacco							X						
71 Signs									X				
Furniture				X							X		
Soap											X		
Laundry			X										
Timber							X						X
Crops							X				X		X
Dairy							X					X	
Livestock							X					X	
Meat Processing												X	X
Milk Processing												X	
Ethanol													X
Dry Cleaning	X												

The School District plans to respecify and tighten contractual conditions to bring about greater efficiency, and to study funding and contractual alternatives for post-secondary education programs.

The School District administers the Illinois Job Service program which has, to date, been established at eight locations within the Adult Division. The counselors work with residents who are within 90 days of release, and teach job acquisition skills and perform career counseling as well as the traditional job referral service. This program works in coordination with four specialized Job Service counselors in the Chicago metropolitan area who work only with offenders upon release.

The School District has also expanded its participation in the JTPA program. This program provides state-of-the-art training to instructors by private industry, ensuring that skills taught to inmates are the latest available and, therefore, highly marketable. To date, 13 private firms are participating in 10 training areas.

Another area of inmate life was addressed with the implementation of the pilot Family Advocate Program at the Dwight Correctional Center, the only facility housing females. This Program has been designed to reduce external pressures on the inmate by assisting with family-related matters. The Family Advocate Program functions as a liaison between individual inmates and public and private agencies and community support groups to promote family welfare and stability. It also works with Field Services to assist in the preparation of practical, post-incarceration plans that integrate the realities of family life with supervision. Another practical aspect of the Program is the coordination of communications and family visitation, especially in the transportation of visitors by community support groups.

5) Employee Assistance

The Department continued its strong support of employee professionalism and career enhancement through its training programs. In addition, employee health maintenance received additional emphasis with the provision of In-Service Stress Training and a pilot Family Stress Program at Pontiac. Physical fitness programs for employees have been established at all adult institutions. Staff recognition programs have also been established at all adult institutions.

b. Community Centers

During fiscal year 1985, community correctional center staff have made continual efforts to standardize policies and procedures so that consistent programming can be provided for residents. In addition, through an improved training curriculum and classification system, they have succeeded in reducing violation rates and in general, dealing with residents with longer length of stay.

1) Identification of the Most Appropriate Resident

a) Reduction of the Violation Rate

The violation rate (number of residents returned to an adult institution for a technical violation or new offense divided by total residents served) fell to 20% in fiscal year 1985 after averaging between 26% and 29% from fiscal year 1981 through fiscal year 1984. The number of community correctional center violators falls from 70 per month in fiscal year 1981 to 53 in fiscal year 1985.

b) Refinement of the Community Correctional Center Classification System

The classification evaluation instrument was validated using various statistical analyses. The validation addressed an improved success rate, reduction of offense-based denials, utilization of institutional behavior indicators, and various procedural changes.

2) Standardization of Community Correctional Center Procedures

a) Review and Revision of Administrative Directives

The Policy Review Committee met on an ongoing basis to review and revise, when necessary, all Administrative Directives pertaining to community center procedures. All unnecessary and outdated procedures were eliminated by the Committee. Most recent reviews noted that all directives were appropriate for proper authoritative control of center policies.

b) Maintenance of Accreditation Status

Community centers maintained accreditation status with the Commission on Accreditation for Corrections (CAC), correcting all operating deficiencies noted in previous CAC processes and internal departmental audits. Action plans were developed to meet the standards. Decatur, Joliet and Jesse "Ma" Houston Community Correctional Centers were reaccredited; noncompliances were addressed and a plan for compliance was developed for each center.

3) Redevelopment of Programmatic Issues

a) Restructured Level System

With residents geared to longer community correctional center stays, the level system, i.e., a programmatic opportunities and privilege system based on good behavior and time served at the center, was restructured to address the changing needs of the residents. The new level system was adopted in August, 1984.

b) Increased Program Activities

Program activity of over 35 hours per week increased from 78% of the residents in fiscal year 1984 to 88% of the residents in fiscal year 1985. Violations resulting in a return to an adult institution has declined from 72 per month in fiscal year 1982 to 53 in fiscal year 1985.

c) Revised Training Curriculum

The training curriculum for counselors and residence counselors was reviewed by the Coordinator of Community Resources and the IDOC Training Academy. Necessary phases of the curriculum were revised to reflect programmatic needs of longer term residents. The present curriculum includes understanding the overall mission of the Department, realistic goal-setting skills, utilizing the classification system and community resources, and understanding the coordination between program and security staff.

d) Community Resources Staff Training

Staff training was redeveloped to include training by personnel who deal with specific program issues on a daily basis. The expertise of DCCA/JTPA, Job Service, etc., personnel was utilized to provide training in the community resources area. In addition, Health Service/Mental Health staff provided training of counselors to assist residents with special needs, including diagnostic methods and identification of necessary referral sources.

7. Family Impact Statement

a. Adult Divisions

The Adult Division of IDOC actively encourages the maintenance and improvement of family relationships for the benefit of both the inmate and the family through several programs. Family visitation is an extremely important part of the incarcerative process in that the maintenance of family relationships through visitation provides emotional support to the inmate during a very difficult period of life. The Department maintains attractive and well-equipped visitation facilities at all institutions for this purpose. Many of these facilities include outdoor picnic areas with playground equipment for children.

The Department also provides programming opportunities that enable the inmate to acquire marketable skills to provide financial support for the family when released to the community. These opportunities include educational and vocational programs and on-the-training through routine assignments and Correctional Industries programs.

The pilot Family Advocate Program at the Dwight Correctional Center is a new and very supportive effort to promote family stability. This Program is designed to provide close communication between the inmate and public and private agencies that assist in child care during incarceration. The Program functions as a liaison with the Departments of Public Aid and Children and Family Services to ensure that children of inmates who do not have other sources of care receive appropriate attention and remain in communication with their mothers. The Family Advocate program has already become extremely popular with the inmates at Dwight.

b. Community Correctional Centers

Family stability is supported in the community center setting as the first step during the transition to free society. Opportunities to spend leisure time with the family are provided by advancement through the level system. Visits to the center by family members are promoted through the Department's efforts to place residents at centers near the home. Center staff encourage the residents to financially support their family members by providing programming related to job-seeking and job retention skills and money management. Through gradual social encounters with family members, the Department recognizes that the better prepared and supported a resident is for life outside of prison, the greater the chance for successful reintegration in the community.

8. Goals, Objectives and Performance Measures - Fiscal Year 1986

See Tables 2-17 and 2-18.

TABLE 2-17

Adult Institution
Goals, Objectives, & Performance Measures
Fiscal Year 1986

<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:		Frequency/number of drills conducted.
- reducing the population;	1.1 To conduct emergency response drills on regular basis;	
	1.2 By June 30, 1985, identify population suited for Special Programs Unit at Dixon;	# of inmate identified and transferred to Special Programs Unit.
	1.3 By December, 1985, 900 Beds at Danville with initial placements in September;	# of beds added.
-classification, assigning appropriate inmates to the various adult institutions;		
-updating, modernizing and repairing existing physical plants;	1.4 By August, 1985, 814 beds at Shawnee.	# of beds added.
-developing increased training for staff in areas related to the safety and security in the institutional environment		
-Planning for new institutional beds, either through conversion of under-utilized State facilities or building new ones.	1.5 Achieve ACA accreditation for Jacksonville Lincoln, Shawnee, and Pontiac;	# of institutions accredited or reaccredited.
	1.6 To continue cooperative training with the Department of Law Enforcement and Institutional Investigators, ensuring adequate investigation of crime with the institutions;	Specialized training held on gangs, hostage negotiation, and crime scene investigations.

TABLE 2-17 (Continued)

<u>GOALS</u>	<u>OBJECTIVES</u>	<u>PERFORMANCE MEASURES</u>
	1.7 Continue cooperation with the Juvenile Institutions developing a departmental sense of purpose;	All policies, juvenile and adult combined into Administrative Rules.
	1.8 Continue expansion of medium security beds;	
	1.9 Continue refinement of reclassification instrument to ensure effectiveness in institutional placements;	Number of reclassification actions.
	1.10 Increase in-service training programs particularly for supervisory personnel on supervisory skills, communication skills;	# of supervision staff receiving in-service training.
	1.11 By April, 1985, begin remodeling/building of kitchen/dining room complex at Stateville;	Utilization.
	1.12 During FY'86, construction of Joliet dining room, should be 50% complete;	Amount of work accomplished.
	1.13 By June, 1985, sewer drainage improvements at Joliet should be completed;	Amount of work accomplished.
	1.14 By December, 1985, renovate Joliet North Segregation Unit.	
	1.15 During FY'86, begin renovation of East Cellhouse at Joliet.	
2. To continue to develop uniform adult policies and procedures which include a system for monitoring compliance.	2.1 During FY'86, continue to ensure that ARs and ADs are implemented consistently;	Percent of compliance with ARs and ADs.
	2.2 During FY'86, ensure that all adult institutions are in compliance in all areas of regulations and procedures evaluated on an annual basis;	
	2.3 Continue to review and recommend necessary changes in ARs and ADs.	
3. Increase programming that increases out-of-cell time.	3.1 During FY'86, expand Correctional Industry work assignments through expansion of industry products;	# of new products or endeavors.

TABLE 2-17 (Continued)

<u>GOALS</u>	<u>OBJECTIVES</u>	<u>PERFORMANCE MEASURES</u>
	3.2 During FY'86, ensure that the maximum institutions maintain a plan which provides daily out-of-cell time for all inmates in general population;	
	3.4 During FY'86, despite an increase in total population, maintain or reduce segregation placements through alternative disciplinary action;	
	3.5 During FY'86, increase evening programming at all facilities where security would not be compromised;	
	3.6 By December 31, 1985, add 150 inmate assignments through Correctional Industries at Joliet, Dixon, Danville and Menard.	# of assignments added.
	3.7 Expand educational programs for inmates in protective custody at Pontiac, Menard, Joliet, and Stateville.	Increase in enrollment for inmates in this status.
	3.8 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 FY'86, provide training to personnel.	
	4.2 During FY'86, have them assist in at least one audit at an institution other than the one where they are stationed.	Number of responses.
5. To have available specific "crisis groups" such as Statewide Escape Teams.	5.1 During FY'86, ensure that two teams are available for immediate response to (crisis) escape situations.	Teams have been available and responded to three escape situations.
6. Through specific training or programs which provide coping skills and increase awareness	6.1 During FY'86, on-site In-Service Stress Training will be provided to all personnel;	

TABLE 2-17 (Continued)

<u>GOALS</u>	<u>OBJECTIVES</u>	<u>PERFORMANCE MEASURES</u>
of staff-related problems and which provide support or recognition of their achievements.	6.2 In FY'86, all adult institutions will implement a physical fitness program for their personnel.	# of programs established and participants.
	6.3 All adult facilities will continue a program to recognize its staff for years of service and exceptional achievements.	# of awards given.
7. To promote family stability for inmates in adult institutions.	7.1 In FY'86, a family advocate program will be implemented at Dwight Correctional Center.	

TABLE 2-18
Community Correctional Centers
Goals, Objectives, & Performance Measures
Fiscal Year 1986

<u>GOALS</u>	<u>OBJECTIVES</u>	<u>PERFORMANCE MEASURES</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 Reduction of violation rate. 1.1b Reduction of offense-based denials.
	1.2 Review the level system due to anticipated longer stay for residents, residents.	1.2 Revision of level system to account for two year stays for
2. Increase consistency among CCC through the enforcement of policies and procedures.	2.1 Change Procedures Manuals to Administrative Directives for consistent policy enforcement and formal revisions.	2.1 Adoption of Administrative Directives formally addressing staff procedures.
	2.2 Increase staff awareness of proper procedures through effective divisional communication.	2.2 Reduction in the number of procedural and policy performance findings by OPA audits and management review.
	2.3 Modify training curriculum to address consistent procedures.	2.3 Reduction in the number of procedural and policy performance findings by OPA audits and management review.
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 Maintenance of a level of over 85% of the residents involved in full-time activity. 3.1b Increased percentage of residents who are employed and participating in educational and vocational training programs.
	3.2 Assist residents to obtain additional financial assistance for higher education.	3.2 Increased number of residents in college and post-graduate educational programs.
4. Increase job retention for employed residents.	4.1 Increase counseling of employed residents by CCC staff.	4.1a Increased average time employed during CCC stay and after release.

TABLE 2-18 (Continued)

<u>GOALS</u>	<u>OBJECTIVES</u>	<u>PERFORMANCE MEASURES</u>
5. Increase the average wage of competitive employment and, therefore in the quality of jobs obtained	4.2 Modifying contractual employment services to expand employment retention.	4.1b Increased number of residents who remain employed after release.
	5.1 Increase vocational skills in all residents, relative to their individual needs.	4.2 Increased average time employed during CCC stay and after release.
	5.2 Assist residents obtain higher paying jobs.	5.1 Increased hours of vocational skills counseling.
6. Increase the amount of money residents have saved when they leave center programming.	5.3 Assist employed residents to secure better long-term, career-oriented positions.	5.2 Increased average wage per employed resident.
	6.1 Educate residents in skills related to money management.	5.3 Increased number of new positions obtained in career-oriented fields.
	6.2 Have staff conform to a consistent policy for allowing residents to save and spend money.	6.1 Increased average amount of money saved when the residents leave the center.
		6.2 Increased average amount of money saved when the residents leave the center.

B. PROGRAM SERVICES DATA

	FY'84 <u>Actual</u>	FY'85 <u>Estimated</u>	FY'86 <u>Projected</u>
<u>ADULT INSTITUTIONS/CENTERS</u>			
Expenditures & Appropriations	\$212,927.5	\$266,081.7	\$292,063.9
Recipients (Ave. Daily Pop.)	15,238	16,978	18,090
Total Number of Staff	6,701	7,992	8,201
Performance Indicators			
Cost/Average Daily Population	\$13,973	\$15,672	\$16,145

ADULT INSTITUTIONS

+Expenditures & Appropriations	\$204,049.0	\$254,284.3	\$279,965.5
+Recipients (Ave. Daily Pop.)	14,348	16,253	17,299
Total Number of Staff			
Adult Institutions (EOY)	6,246	7,798	8,010
Total No. of Security Staff (EOY)	4,484	5,240	5,612
Performance Indicators			
Cost/Average Daily Population	\$14,251	\$15,645	\$16,184
Cost/Service Areas			
Residential	\$5,799	\$6,567	\$6,731
Security	\$6,616	\$7,017	\$7,277
Clinic	\$ 540	\$ 641	\$ 695
Medical	\$1,296	\$1,420	\$1,481
Total Staff/Inmate	.435	.480	.463
Security Staff/Inmate	.313	.322	.324

COMMUNITY CENTERS

Expenditures & Appropriations	\$8,878.5	\$11,410.1	\$12,098.4
Less Room & Bd. Pd. by			
Residents	- 178.2	- 200.4	- 211.5
Total	\$8,700.3	\$11,209.7	\$11,886.9
Recipients (Ave. Daily Pop.)	667	750	791
Recipients - Total Number			
Served	2,210	2,462	1,582
Total Number of Staff (EOY)	166	184	191
Performance Indicators			
Cost/Average Daily Population	\$13,044	\$14,946	\$15,028
*Cost/Number Inmates Served	\$ 3,937	\$ 4,553	\$ 7,514

*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.

+Fiscal year 1984 Expenditures, average daily population and calculations does not include Jacksonville and Lincoln Pre-Release nor Shawnee, nor does it include expenditures from the Work Camp Lump Sum Appropriation. Fiscal year 1985 does not include Danville.

C. PROGRAM ANALYSIS1. Adult Institutions

The adult institutions of IDOC have been operating under severe stress. The primary factor creating this stress has been a rapidly growing prison population, which has forced the system to operate at or above rated capacity for the last several years. Rated capacity represents the maximum number of inmates a facility can physically house.

TABLE 2-19

	<u>FY'80</u>	<u>FY'81</u>	<u>FY'82</u>	<u>FY'83</u>	<u>FY'84</u>	<u>*FY'85</u>	<u>*FY'86</u>
Population	12,041	13,141	13,967	13,735	16,549	17,672	18,704
Rated Capacity	12,025	13,447	14,047	13,818	16,109	18,509	19,848

*Projected

From 1980 through 1983, population was kept at rated capacity by utilizing the forced release policy. When the Illinois Supreme Court ruled against this policy, the immediate problem was to deal with a rapidly growing daily population. A commitment was made not to increase the population at the already crowded maximum institutions. Medium security institutions were double-celled. Graham and Centralia Correctional Centers added 200 beds overnight through double-celling. East Moline Correctional Center went from a capacity of 220 to 460 to 522 to 688 in a period of 11 months. Over a 12-month period capacity was increased by 2,291 beds.

The single most pressing issue facing the Department continues to be the necessity to have physical space to house inmates in a safe and humane manner. The changing characteristics of inmates poses special problems as well. The longer sentences and longer length-of-stays mandated by determinate sentencing have resulted in a larger proportion of our inmates having convictions of Murder, Class X and Class I offenses.

TABLE 2-20

	<u>FY'82</u>	<u>FY'83</u>	<u>FY'84</u>	<u>*FY'85</u>
Percent of Total Population M, X, I.	56.7%	66.2%	64.6%	64.0%
Percent of M, X, I Populations in Maximum Institutions	70.0%	73.2%	73.4%	75.4%
Percent of M, X, I Populations in Medium Institutions	41.9%	49.2%	52.1%	55.0%

*Projected

A large portion of the more violent inmate population is housed in double cells at maximum security. These maximum security facilities range from 60 to 125 years of age and were designed for single-celling during a period of history when correctional standards were not as stringent as today.

Some of these more violent inmates are also housed in high medium security facilities which were constructed during the early 1980's. These facilities were also designed for single-celling. The population crisis forced the Department to double-cell these facilities as well.

The result of crowding violent inmates into facilities designed to house half of the existing population has been an increased incidence of violence:

TABLE 2-21

	<u>FY'83</u>	<u>FY'84</u>	<u>FY'85</u>
Assault Rate			
Inmate on Inmate (per 100)	6	8	8
Inmate on Staff (per 100)	2	6	5
% in "C" Grade	10.2%	11.3%	12.7%
Good Time Revoked - Years	511	663	1,156

In fiscal year 1983, 2 out of 100 staff were assaulted by an inmate. By fiscal year 1985, this figure more than doubled to 5 out of 100. The situation of staff being sentenced to a life of violence behind the walls one day at a time is reflected by the following statistics:

TABLE 2-22

	<u>FY'83</u>	<u>FY'84</u>	<u>FY'85</u>
Staff Turnover Rate	12.1%	15.2%	17.1%
Overtime	\$1,375,600	\$2,365,200	\$2,590,600

Fiscal year 1984 was the peak of the overcrowding crisis. During this year the Department experienced an increase in both staff turnovers and overtime. During fiscal year 1985, IDOC has been able to relieve the pressure by reducing populations at the crowded maximum and high medium institutions. As this is done, the turnover rate and overtime are expected to drop.

During fiscal year 1986, the Department can for the first time in over a decade, continue to reduce the stress on the system. This can be accomplished by continuing the construction and operation of those new facilities currently planned and in process:

1. Completion of Dixon Correctional Center, a 1,000 bed medium security facility at Dixon, Illinois. This will add 439 beds to the system.

2. Construction and opening of the new 900 bed medium facility at Danville, Illinois.

With the added capacity in fiscal year 1986, the first priority will be to reduce populations at the maximum Institutions.

Even with a rated capacity of 1,144 over population, the effect of reducing populations are minimal. The additional beds can only bring us back to a situation that existed prior to the crisis: a situation of double-celled and crowded institutions.

The rated capacity for the maximum institutions was increased in fiscal year 1985 through double and multi-cellings:

TABLE 2-23

<u>Institution</u>	<u>Rated Capacity FY'74</u>	<u>Rated Capacity FY'85</u>	<u>Change</u>	<u>Double Celling</u>	<u>Construction</u>
Joliet	800	1,350	550	380	170
Menard	1,050	2,620	1,570	1,270	300
Pontiac	950	2,000	1,050	750	300
Stateville	1,650	2,250	600	600	0
			<u>3,770</u>	<u>3,000</u>	<u>770</u>

A total of 3,770 beds were added to the maximum institutions with 80% added through double-celling.

As the rated capacity has been maintained at the levels of the 1970's, so has the population:

TABLE 2-24

<u>Institutions</u>	<u>Population 7/20/78</u>	<u>Estimated Population 6/30/86</u>
Joliet	1,249	1,240
Menard	2,573	2,343
Pontiac	1,963	1,850
Stateville	2,298	2,100

The estimated populations as of June 30, 1986 for these institutions are only slightly lower than two days before the 1978 Pontiac riot. The estimated fiscal year 1986 population levels will be attained by utilizing the 1,114 difference between planned rated capacity of 19,848 and the projected population of 18,704 to reduce institutional populations:

TABLE 2-25

	Rated Capacity	Population			
	<u>6/86</u>	<u>6/83</u>	<u>6/84</u>	<u>6/85</u>	<u>6/86</u>
Pontiac	1,350	1,800	1,930	1,800	1,850
Stateville	2,250	2,161	2,227	2,100	2,100
Menard	2,620	2,613	2,576	2,368	2,343
Joliet	<u>1,350</u>	<u>1,179</u>	<u>1,191</u>	<u>1,240</u>	<u>1,240</u>
Subtotal	7,570	7,753	7,924	7,508	7,533
Graham	950	766	967	900	750
Centralia	950	773	975	900	800
Logan	<u>1,000</u>	<u>834</u>	<u>944</u>	<u>1,000</u>	<u>950</u>
Subtotal	2,900	2,373	2,886	2,800	2,500
Other	<u>9,378</u>	<u>3,609</u>	<u>5,739</u>	<u>7,364</u>	<u>8,671</u>
Total	19,848	13,735	16,549	17,672	18,704

Populations will be reduced by identifying the most appropriate inmates for security reduction through reclassification. Objective reclassification was implemented during June, 1984. This is a means of assessing the probability that an inmate can be successfully placed at a lower security level. Even with these adjustments, nearly one-third of the population will still be doubled-celled in fiscal year 1986:

TABLE 2-26

	<u>FY'81</u>	<u>FY'84</u>	<u>FY'85</u>	<u>FY'86</u>
Percent Population Double Celled	51%	44%	33%	32%

For the maximum institutions the reduction in double celling is also minimal:

TABLE 2-27

<u>Institution</u>	Number of Cells	(PROJECTED)			
		<u>FY'81</u>	<u>FY'84</u>	<u>FY'85</u>	<u>FY'86</u>
Total Population		51%	44%	33%	32%
Pontiac	1,596	51%	52%	42%	46%
Stateville	1,722	51%	23%	23%	23%
Menard	1,615	76%	68%	61%	59%
Joliet	847	87%	86%	86%	86%

The Department of Corrections has been able to meet the requirements set by the courts, the legislature, and the American Correctional Association during a period of rapid change. With the additional beds in fiscal years 1986 and 1987, IDOC can continue to meet these challenges.

2. Community Correctional Centers

Correctional programs operating in a community setting are an essential part of any comprehensive correctional system. Successful community correctional centers are operated in such a manner as to assure public safety and provide needed services to residents, services which contribute to the successful re-introduction of the inmate to community living.

Community programs provide a bridge for inmates to make the transition from prison life back to free society. An added benefit is that it frees prison bed space for a large number of incoming inmates who have yet to adjust. The program prevents a form of culture shock that some inmates may experience. It allows them to adjust to the values, culture, job market, economy, and other changes that society gradually deals with on an everyday basis. Programs are developed with the belief that the better prepared an inmate is for a legitimate life outside of prison, the greater his/her chance for successful reintegration.

A goal of community correctional center programming is to provide the resident with the opportunities to be involved in full-time (over 35 hours per week) activities involving employment, education and vocational training and public works/public service. Moreover, the primary goal is for the resident to find and maintain employment, so that he/she can gain skills and self-confidence as well as contribute to society by paying taxes and supporting his/her family.

Significant gains have been made in the employment rates of residents over the past three years.

TABLE 2-28

	<u>FY'83</u>	<u>FY'84</u>	<u>FY'85</u>
Percent of Residents Employed	44%	57%	67%

These gains have occurred despite continued high levels of unemployment in many of the communities in which centers are located. However, the restrictive economic environment does create significant problems for the younger, under-educated and unskilled resident. Continued effort needs to be exerted in the development of career employment opportunities. This may need to be done in conjunction with career-oriented education and vocational programming.

The level of residents involved in training and education has decreased over the last three years. This decrease is related to the increase in employment.

TABLE 2-29

	<u>FY'83</u>	<u>FY'84</u>	<u>FY'85</u>
Percent in Training/Educational Programs	29%	23%	19%

Opportunities are provided at all centers for General Educational Development (GED) and Adult Basic Education (ABE) courses. Counselors support continued education of residents by assisting those residents with high school degrees or GED's to enroll in local colleges. If substance abuse is identified on the needs assessment, counselors organize drug and alcohol counseling sessions at substance abuse counseling services, made available through local community health systems and organizations such as Alcoholics Anonymous (AA), which are generally available and used in most communities.

Community correctional centers focus their efforts on more than client-to-center relationships (so that the resident successfully completes his/her stay at the center). They extend beyond this short-term accomplishment. They may focus their efforts on increasing the education and skills of the resident so that they adjust to the community with continued efforts to seek and maintain employment. Emphasis is placed on long-term goals and objectives because long-lasting employment skills programming is now more critical with anticipated 12-to-14 month stays rather than the 6-to-9 month terms served in recent years.

With the implementation of the Community Correctional Center Classification System, recent restructure in the Level System, and other efforts directed at improving and unifying procedures, the percentages of residents involved in educational, vocational and employment activities has been increasing. The percentage involved in public service/public works activities has been declining. The percentages plan to be improved upon further through extended, concentrated, positive programming generated toward skilled or semi-skilled, career-oriented positions.

D. Future Directions

1. Adult Institutions

IDOC plans to continue to expand capacity with the opening of the 750 bed facility at Galesburg, Illinois in fiscal year 1987. These added beds will only allow the Department to maintain the little progress made in fiscal year 1986 in reducing populations at the crowded institutions. Efforts are planned to continuously upgrade staff training and management operations to provide increased efficiency across the full continuum of operations.

Several areas of basic services and programming are being evaluated to upgrade the quality of inmate life. One of the basic services being evaluated for possible expansion is the concept of cook/chill food preparation. This method promises greater efficiency and cost reductions as well as an appealing menu structure in our food service operations. A cook/chill kitchen has been successfully installed at the new Lincoln Correctional Center that now services several outlying locations, and will soon service the Logan Correctional Center complex.

Another residential project in the evaluation stage is a possible 244-bed long-term offender/elderly resident program for siting at the Dixon Correctional Center. The special problems surrounding the long-term

and/or elderly inmate will be of increasing concern as those inmates reach senior citizen status.

The Department is also examining its medical services operations. Under consideration are contractual arrangements that would provide comprehensive pre-paid medical services. This would include, under one contract, coverage for hospital, clinics, pharmaceuticals, laboratory, and radiology services.

Correctional Industries will open several new operations expanding inmate assignments to over 1,000. During fiscal year 1986 a new Ophthalmic Laboratory will be opened to produce 70,000 pair of prescription eyeglasses for Illinois' Public Aid recipients. Also, scheduled to be opened will be a new meat processing plant at the Menard Correctional Center and a bookbindery at the new Danville Correctional Center.

Finally, the Department will continue to evaluate physical plant and upgrade conditions to ensure that the mission of public protection can be successfully accomplished while providing basic human needs to those in custody in a safe and humane manner.

2. Community Correctional Centers

Community centers are preparing for a future influx of residents who will continue to stay longer in this community setting. With lowest risk residents selected through a comprehensive, valid classification procedure, staff must prepare for residents who can serve up to 14 months. This indicates a need for more long-term plans accompanied by specific needs assessments. Counselors must gear for a gradual orientation of residents, with the goal of obtaining and maintaining full-time, skilled employment accompanied with the allowance for the adjustment to the values, culture, job market, and economy in the community. Thus, residents can learn to make the transition from the restraints of prison life back to free society.

Concentration will be placed on increases in job retention, obtaining of more career-oriented positions, increases in the average wage earned, and better money management by residents. By directing efforts toward more secure employment with higher salaries, residents can increase their chances of retaining employment after release from center programming. In addition, their confidence in obtaining employment in the future will be enhanced. Through proper, consistent money management residents should be leaving the center programming with a higher level of income saved. With proper employment and monetary counseling, residents should be more attuned to the economic transition to society.

The Community Services Division plans to assist willing residents to obtain additional financial assistance for college and post-graduate educational programs. By promoting higher education, the chances of obtaining and maintaining employment in more academic positions, thus resulting in the knowledge of economy, money management, etc., are increased.

In addition, the Policy Review Committee will continue its efforts to formalize procedures by developing Administrative Directives, resulting in consistent policy enforcement, including fiscal and business procedures. Revisions will be made only by the Policy Review Committee in conjunction with the Policy and Directives Unit.

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TABLE 2-32
Adult Population Overview

	PROJECTED								
	<u>FY'78</u>	<u>FY'79</u>	<u>FY'80</u>	<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>Admissions</u>									
Court-Felony	5,391	5,310	6,301	6,565	6,663	7,340	7,005	7,066	7,066
Court-Misdemeanant	605	597	644	696	856	943	23	0	0
Defaulters	<u>1,487</u>	<u>1,731</u>	<u>2,077</u>	<u>1,729</u>	<u>2,413</u>	<u>3,220</u>	<u>3,120</u>	<u>2,698</u>	<u>3,140</u>
TOTAL	7,483	7,638	9,022	8,990	9,932	11,503	10,148	9,764	10,206
<u>Exits</u>									
Parole	5,440	4,243	3,229	1,008	849	522	311	267	0
Nondiscretionary	771	1,843	3,822	6,039	6,717	11,191	6,919	8,318	9,130
Other	<u>1,008</u>	<u>1,362</u>	<u>1,431</u>	<u>1,325</u>	<u>1,603</u>	<u>42</u>	<u>40</u>	<u>54</u>	<u>46</u>
TOTAL	7,219	7,948	8,482	8,372	9,169	11,755	7,270	8,639	9,176
<u>Population</u>									
Adult Institutions	10,594	10,782	11,467	12,383	13,154	13,310	15,857	16,713	17,728
Community Centers	<u>350</u>	<u>481</u>	<u>621</u>	<u>758</u>	<u>803</u>	<u>425</u>	<u>690</u>	<u>791</u>	<u>791</u>
TOTAL	10,944	11,263	12,102	13,141	13,967	13,735	16,549	17,504	18,519
<u>Capacity</u>									
Adult Institutions	11,320	11,420	11,395	12,645	13,245	13,265	15,432	17,718	19,057
Community Centers	<u>416</u>	<u>482</u>	<u>630</u>	<u>802</u>	<u>802</u>	<u>553</u>	<u>677</u>	<u>791</u>	<u>791</u>
TOTAL	11,736	11,902	12,025	13,447	14,047	13,818	16,109	18,509	19,848

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TABLE 2-33
Adult Institutions
Inmate Profile - NUMBER OF INMATES - DECEMBER 1984

	MAXIMUM						MEDIUM				
	DWI	JOL	MEN	MEN PSY	PON	STV	SUB- TOTAL	CEN	DIX	GRA	LOG
TOTAL POPULATION	504	1,366	2,434	425	1,729	2,064	8,522	923	496	917	1,008
RACE											
Unknown	0	0	0	0	0	0	0	0	0	0	0
Asian	1	0	0	0	1	0	2	0	1	0	1
Black	320	792	1,403	205	1,379	1,659	5,758	511	299	464	558
Amer-Indian	7	2	5	1	3	1	19	3	1	1	2
Hispanic	14	110	120	25	129	179	577	71	40	66	95
White	162	462	906	194	217	225	2,166	338	155	386	352
TOTAL	504	1,366	2,434	425	1,729	2,064	8,522	923	496	917	1,008
SECURITY											
Unknown	0	0	0	0	0	0	0	0	0	0	0
Max/Max	0	0	0	0	0	0	0	0	0	0	0
Maximum	154	589	1,661	276	1,230	1,488	5,398	19	11	19	14
High Medium	0	62	299	31	108	66	566	273	45	291	17
Medium	120	163	323	32	279	257	1,174	206	33	283	478
Low Medium	0	57	75	9	24	39	204	152	12	49	37
Minimum	185	63	60	10	88	214	620	273	395	259	462
Pending	45	432	16	67	0	0	560	0	0	16	0
TOTAL	504	1,366	2,434	425	1,729	2,064	8,522	923	496	917	1,008
GRADE											
Unknown	0	0	0	0	0	0	0	0	0	0	0
A	479	1,085	1,497	343	1,052	1,132	5,588	780	495	859	912
B	15	71	279	30	199	320	914	135	1	49	90
C	10	210	658	52	478	612	2,020	8	0	9	6
TOTAL	504	1,366	2,434	425	1,729	2,064	8,522	923	496	917	1,008
CRIME											
Unknown	0	5	1	0	0	0	6	0	0	0	0
Murder	107	146	709	90	474	668	2,194	85	6	102	93
Class X	110	364	957	136	820	917	3,304	346	177	312	390
Class 1	46	206	214	66	135	158	825	152	85	159	162
Class 2	70	409	416	79	220	233	1,427	235	154	214	233
Class 3	129	192	117	25	72	83	618	95	66	113	109
Class 4	42	43	20	3	8	5	121	10	8	17	21
Misdemeanor	0	1	0	1	0	0	2	0	0	0	0
Unclassified	0	0	0	25	0	0	25	0	0	0	0
TOTAL	504	1,366	2,434	425	1,729	2,064	8,522	923	496	917	1,008
AGES											
Unknown	0	0	0	0	0	0	0	0	0	0	0
17	1	23	12	1	3	2	42	1	2	2	2
18-20	31	348	277	36	127	155	974	81	72	102	104
21-24	87	435	553	93	387	511	2,066	193	124	201	214
25-30	173	314	792	134	643	668	2,724	309	152	294	304
31-40	162	179	558	108	449	531	1,987	247	102	225	268
41-50	40	50	180	29	90	133	522	73	32	70	77
51 or Over	10	17	62	24	30	64	207	19	12	23	39
TOTAL	504	1,366	2,434	425	1,729	2,064	8,522	923	496	917	1,008

Illinois Department of Corrections-Human Services Data Report

TABLE 2-33
Adult Institutions
Inmate Profile - NUMBER OF INMATES - DECEMBER 1984

MEDIUM		SUB-TOTAL	MINIMUM					SUB-TOTAL	TOTAL	
SHE	VAN		EML	JAK	LIN	SHA	VIE			
749	770	4,863	696	493	555	200	838	2,782	16,167	TOTAL POPULATION
0	0	0	0	0	0	0	0	0	0	RACE
0	0	2	0	0	0	0	0	0	4	Unknown
351	366	2,549	412	294	334	111	373	1,524	9,831	Asian
1	0	8	1	0	0	1	2	4	31	Black
44	75	391	52	34	30	4	47	167	1,135	Amer-Indian
353	329	1,913	231	165	191	84	416	1,087	5,166	Hispanic
										White
749	770	4,863	696	493	555	200	838	2,782	16,167	TOTAL
0	0	0	0	0	0	0	1	1	1	SECURITY
0	0	0	0	0	0	0	0	0	0	Unknown
22	8	93	10	0	2	0	0	12	5,503	Max/Max
14	4	644	11	0	2	11	0	24	1,234	Maximum
447	79	1,526	18	0	2	21	2	43	2,743	High Medium
31	132	413	67	0	1	9	0	77	694	Medium
235	547	2,171	590	493	548	159	835	2,625	5,416	Low Medium
0	0	16	0	0	0	0	0	0	576	Minimum
										Pending
749	770	4,863	696	493	555	200	838	2,782	16,167	TOTAL
0	0	0	0	0	0	0	0	0	0	GRADE
675	748	4,469	672	489	518	200	831	2,710	12,767	Unknown
66	13	354	23	4	37	0	7	71	1,339	A
8	9	40	1	0	0	0	0	1	2,061	B
										C
749	770	4,863	696	493	555	200	838	2,782	16,167	TOTAL
0	0	0	1	0	0	0	0	1	7	CRIME
15	0	301	11	7	4	0	46	68	2,563	Unknown
170	100	1,495	221	120	189	53	348	931	5,730	Murder
198	120	876	145	86	107	52	151	541	2,242	Class X
229	263	1,328	221	169	170	72	207	839	3,594	Class 1
121	217	721	87	91	72	16	68	334	1,673	Class 2
16	70	142	10	20	13	7	18	68	331	Class 3
0	0	0	0	0	0	0	0	0	2	Class 4
0	0	0	0	0	0	0	0	0	25	Misdemeanor
										Unclassified
749	770	4,863	696	493	555	200	838	2,782	16,167	TOTAL
0	0	0	0	0	0	0	0	0	0	AGES
17	0	24	3	2	0	2	0	7	73	Unknown
351	51	761	60	64	66	30	71	291	2,026	17
275	168	1,175	155	130	155	48	162	650	3,891	18-20
69	243	1,371	233	136	175	70	267	881	4,976	21-24
29	200	1,071	183	118	124	34	233	692	3,750	25-30
5	73	330	45	30	26	13	69	183	1,035	31-40
3	35	131	17	13	9	3	36	78	416	41-50
										51 or Over
749	770	4,863	696	493	555	200	838	2,782	16,167	TOTAL

TABLE 2-34
Adult Institutions
Inmate Profile - PERCENT OF INMATES - DECEMBER 1984

	MAXIMUM					MEDIUM					
	DWI	JOL	MEN	MEN PSY	PON	STV	SUB- TOTAL	CEN	DIX	GRA	LOG
TOTAL POPULATION	504	1,366	2,434	425	1,729	2,064	8,522	923	496	917	1,008
Population %	3.1	8.5	15.1	2.6	10.7	12.8	52.7	5.7	3.1	5.7	6.2
RACE											
Unknown	0	0	0	0	0	0	0	0	0	0	0
Asian	.2	0	0	0	.1	0	.0	0	.2	0	.1
Black	63.5	58.0	57.6	48.2	79.8	80.4	67.6	55.4	60.3	50.6	55.4
Amer-Indian	1.4	.2	.2	.2	.2	.1	.2	.3	.2	.1	.2
Hispanic	2.8	8.1	4.9	5.9	7.5	8.7	6.8	7.7	8.1	7.2	9.4
White	32.1	33.8	37.2	45.7	12.6	10.9	25.4	36.6	31.3	42.1	34.9
SECURITY											
Unknown	0	0	0	0	0	0	0	0	0	0	0
Max/Max	0	0	0	0	0	0	0	0	0	0	0
Maximum	30.6	43.1	68.2	64.9	71.1	72.1	63.3	2.1	2.2	2.1	1.4
High Medium	0	4.5	12.3	7.3	6.3	3.2	6.6	29.6	9.1	31.7	1.7
Medium	23.8	11.9	13.3	7.5	16.1	12.5	13.8	22.3	6.7	30.9	47.4
Low Medium	0	4.2	3.1	2.1	1.4	1.9	2.4	16.5	2.4	5.3	3.7
Minimum	36.7	4.6	2.5	2.4	5.1	10.4	7.3	29.6	79.6	28.2	45.8
Pending	8.9	31.6	.7	15.8	0	0	6.6	0	0	1.7	0
GRADE											
Unknown	0	0	0	0	0	0	0	0	0	0	0
A	95.0	79.4	61.5	80.7	60.8	54.8	65.6	84.5	99.8	93.7	90.5
B	3.0	5.2	11.5	7.1	11.5	15.5	10.7	14.6	.2	5.3	8.9
C	2.0	15.4	27.0	12.2	27.7	29.7	23.7	.9	0	1.0	.6
CRIME											
Unknown	0	.4	.0	0	0	0	.1	0	0	0	0
Murder	21.2	10.7	29.1	21.2	27.4	32.4	25.8	9.2	1.2	11.1	9.2
Class X	21.8	26.7	39.3	32.0	47.4	44.4	38.8	37.5	35.7	34.0	38.7
Class 1	9.1	15.1	8.8	15.5	7.8	7.7	9.7	16.5	17.1	17.3	16.1
Class 2	13.9	29.9	17.1	18.6	12.7	11.3	16.7	25.5	31.1	23.3	23.1
Class 3	25.6	14.1	4.8	5.9	4.2	4.0	7.3	10.3	13.3	12.3	10.8
Class 4	8.3	3.2	.8	.7	.5	.2	1.4	1.1	1.6	1.9	2.1
Misdemeanor	0	.1	0	.2	0	0	.0	0	0	0	0
Unclassified	0	0	0	5.9	0	0	.3	0	0	0	0
AGES											
Unknown	0	0	0	0	0	0	0	0	0	0	0
17	.2	1.7	.5	.2	.2	.1	.5	.1	.4	.2	.2
18-20	6.2	25.5	11.4	8.5	7.4	7.5	11.4	8.8	14.5	11.1	10.3
21-24	17.3	31.8	22.7	21.9	22.4	24.8	24.2	20.9	25.0	21.9	21.2
25-30	34.3	23.0	32.5	31.5	37.2	32.4	32.0	33.5	30.7	32.1	30.2
31-40	32.1	13.1	22.9	25.4	26.0	25.7	23.3	26.8	20.6	24.5	26.6
41-50	7.9	3.7	7.4	6.8	5.2	6.4	6.1	7.9	6.5	7.6	7.6
51 or Over	2.0	1.2	2.6	5.7	1.7	3.1	2.4	2.1	2.4	2.5	3.9

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TABLE 2-34
Adult Institutions
Inmate Profile - PERCENT OF INMATES - DECEMBER 1984

MEDIUM		SUB-TOTAL	MINIMUM					SUB-TOTAL	TOTAL	
SHE	VAN		EML	JAK	LIN	SHA	VIE			
749	770	4,863	696	493	555	200	838	2,782	16,167	TOTAL POPULATION
4.6	4.8	30.1	4.3	3.1	3.4	1.2	5.2	17.2	100.0	Population %
0	0	0	0	0	0	0	0	0	0	RACE
0	0	.0	0	0	0	0	0	0	.0	Unknown
46.9	47.5	52.4	59.2	59.6	60.2	55.5	44.5	54.8	60.8	Asian
.1	0	.2	.1	0	0	.5	.2	.1	.2	Black
5.9	9.7	8.0	7.5	6.9	5.4	2.0	5.6	6.0	7.0	Amer-Indian
47.1	42.7	39.3	33.2	33.5	34.4	42.0	49.6	39.1	32.0	Hispanic
										White
0	0	0	0	0	0	0	.1	.0	.0	SECURITY
0	0	0	0	0	0	0	0	0	0	Unknown
2.9	1.0	1.9	1.4	0	.4	0	0	.4	34.0	Max/Max
1.9	.5	13.2	1.6	0	.4	5.5	0	.9	7.6	Maximum
59.7	10.3	31.4	2.6	0	.4	10.5	.2	1.6	17.0	High Medium
4.1	17.1	8.5	9.6	0	.2	4.5	0	2.8	4.3	Medium
31.4	71.0	44.6	84.8	100.0	98.7	79.5	99.6	94.4	33.5	Low Medium
0	0	.3	0	0	0	0	0	0	3.6	Minimum
										Pending
0	0	0	0	0	0	0	0	0	0	GRADE
90.1	97.1	91.9	96.6	99.2	93.3	100.0	99.2	97.4	79.0	Unknown
8.8	1.7	7.3	3.3	.8	6.7	0	.8	2.6	8.3	A
1.1	1.2	.8	.1	0	0	0	0	.0	12.8	B
										C
0	0	0	.1	0	0	0	0	.0	.0	CRIME
2.0	0	6.2	1.6	1.4	.7	0	5.5	2.4	15.9	Unknown
22.7	13.0	30.7	31.8	24.3	34.1	26.5	41.5	33.5	35.4	Murder
26.4	15.6	18.0	20.8	17.4	19.3	26.0	18.0	19.5	13.9	Class X
30.6	34.2	27.3	31.8	34.3	30.6	36.0	24.7	30.2	22.2	Class 1
16.2	28.2	14.8	12.5	18.5	13.0	8.0	8.1	12.0	10.4	Class 2
2.1	9.1	2.9	1.4	4.1	2.3	3.5	2.2	2.4	2.1	Class 3
0	0	0	0	0	0	0	0	0	.0	Class 4
0	0	0	0	0	0	0	0	0	.2	Misdemeanor
										Unclassified
0	0	0	0	0	0	0	0	0	0	AGES
2.3	0	.5	.4	.4	0	1.0	0	.3	.5	Unknown
46.9	6.6	15.7	8.6	13.0	11.9	15.0	8.5	10.5	12.5	17
36.7	21.8	24.2	22.3	26.4	27.9	24.0	19.3	23.4	24.1	18-20
9.2	31.6	28.2	33.5	27.6	31.5	35.0	31.9	31.7	30.8	21-24
3.9	26.0	22.0	26.3	23.9	22.3	17.0	27.8	24.9	23.2	25-30
.7	9.5	6.8	6.5	6.1	4.7	6.5	8.2	6.6	6.4	31-40
.4	4.6	2.7	2.4	2.6	1.6	1.5	4.3	2.8	2.6	41-50
										51 or Over

Chapter 3

Community

Supervision

CHAPTER 3

ADULT COMMUNITY SUPERVISION

A. PROGRAM DESCRIPTION

1. 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."

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."

2. Purpose, Organization and Mission Statement

The purpose of community supervision is to monitor offenders released from correctional facilities for the protection of the community into which the offender is released and to provide necessary services in order to assist releasees in making a successful re-entry to their community.

Adult Community Supervision is the responsibility of the Community Services Division. The Deputy Director of the Community Services Division reports to the Director of the Illinois Department of Corrections.

Community Supervision is divided into two geographic management areas. Area I consists of the City of Chicago. Area II consists of the remainder of Cook County and all other counties in Illinois. The two areas provide for greater operational efficiency, parity of workload, and integration of client re-entry services under a structured program of supervisory management and control. Figure 1-3 illustrates the composition of the areas and the locations of community supervision districts throughout the state.

MISSION: TO MAXIMIZE THE PROBABILITY OF SUCCESSFUL REINTEGRATION THROUGH THE PROVISION OF QUALITY COMMUNITY-BASED SERVICES CONSISTENT WITH THE NEEDS OF THE OFFENDER UNDER STATE JURISDICTION WHILE PROTECTING THE SAFETY OF THE PUBLIC.

3. Summary of Services

- o Placement Investigation. An investigation of the proposed release program is completed by an assigned parole agent prior to release from a correctional facility. That investigation, which includes the home and employment and/or academic or vocational training programs available to the releasee, 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.
- o 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.
- o Supervision Of Releasee. Upon arrival in the community, contact between the releasee and the parole agent is established within two working days. 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 and, when necessary and possible, the releasee's family and appropriate community service programs. Visits are scheduled or non-scheduled.
- o 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.
- o 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 would be 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 Funded 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.
- o 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.

- o 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.

Community Supervision staff recognize their two-fold duty to the welfare of the releasee and to the safety of the general community. To provide consistency and a frame of reference for the staff, reporting and recording mechanisms have been developed to document contacts between the agent and the releasee, and the services and supervision which are being provided. A system of classification (level of supervision/needs assessment) and workload management has also been developed to assist agents in defining level of supervision and needs of the releasee, and to assist in equalizing workloads of agents.

4. Historical Data

The community supervision population was relatively stable between the 1965 and early 1973, with an average daily population of 2,880 cases. The assignment of new cases to agents was based upon the geographic area they served, and all cases received an approximately equal amount of agent attention.

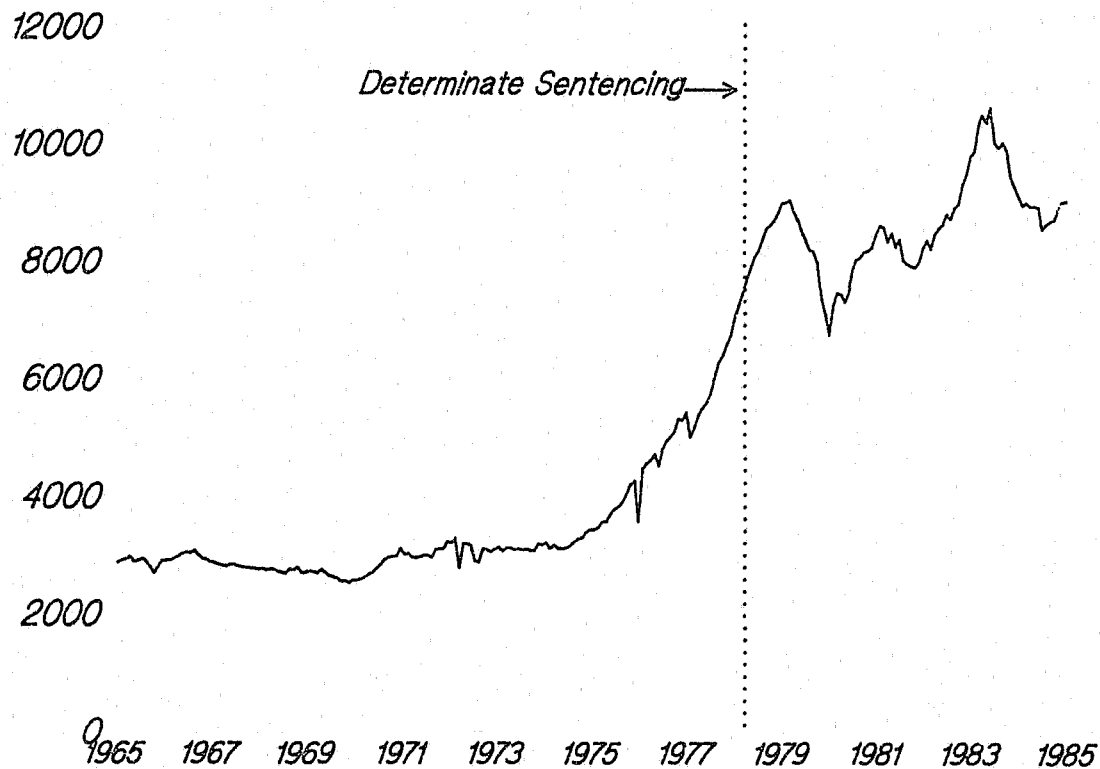
From January, 1974 through February, 1979, the community supervision population increased from 3,210 to 9,058. With this trend came dramatic increases in the average caseload per agent.

Because of the increasing caseload, the Community Services Division, in 1979, saw a need for a different concept of case management which would ensure that resources would be focused on that segment of the population most in need of supervision.

Cases classified by supervision level and by individual needs can be weighted in several respects and, consequently, can relate directly to time demand and allocation of agents. The shift, then, from a concept of "caseload" to a concept of "workload" acknowledges and uses the realization that different clients present different requirements.

While the workload concept was under study in the early 1980's, the population showed increases which eventually exceeded 10,000 releasees. The population averaged 8,127 from January, 1980 through June, 1982. Due to the impact of forced release, the population increased dramatically, reaching 10,629 in May, 1983. Figure 3-1 displays the population trend from 1965 to 1984.

Figure 3-1
Community Supervision Monthly Caseload - 1965 to 1984



Because the concept of managing cases based on workload has just recently been fully implemented, at this time caseload size per agent is still the best indicator of the amount of work required of agents. The average number of cases per agent has fluctuated since fiscal year 1979. The average caseload fell in fiscal year 1980 as additional agents were hired. As the number of cases increased over the next two years, the average caseload per agent also rose. Due to the dramatic rise in the number of releasees under supervision during fiscal year 1983, the average number of cases showed further increases by the end of fiscal year 1983.

TABLE 3-1

Average Caseload Per Agent	<u>FY'79</u>	<u>FY'80</u>	<u>FY'81</u>	<u>FY'82</u>	<u>FY'83</u>	<u>FY'84</u>	<u>FY'85 (est)</u>
	81	66	67	68	82	83	77

During the forced release era, the community supervision population reached its highest point ever. This placed a major strain on parole agents.

Following the end of forced release, the community supervision population returned to a more manageable level. As Figure 3-1 indicates, the number of releasees fell during fiscal year 1984, ending at 8,557. The average fiscal year 1984 population was 9,253. The population has shown a steady increase of 5% for the first six months of fiscal year 1985, reaching 9,037 in December, 1984.

In addition, the hiring of parole agents reduced the size of the average caseload.

Cases are received into community supervision from Illinois adult institutions (either as new cases or resumed violators), community correctional centers, or from other states. Admissions rose during the early 1980's, especially during the period of forced release.

Admissions fell in fiscal year 1984, but increased during the first six months of fiscal year 1985.

TABLE 3-2

Average Number of Admissions to Per Month	<u>FY'81</u>	<u>FY'82</u>	<u>FY'83</u>	<u>FY'84</u>	<u>FY'85</u>
	571	627	759	524	622

In addition, the number of successful exits from supervision was lowest during the period of forced release.

TABLE 3-3

Average Number of Completed Supervision Terms Per Month	<u>FY'81</u>	<u>FY'82</u>	<u>FY'83</u>
	154	158	137

With an increase in admissions and a decrease in exits, the population reached its highest point in fiscal year 1983. However, early discharges approved by the Prisoner Review Board eased the strain to some extent. After averaging 121 in fiscal year 1981 and 154 in fiscal year 1982, Board-ordered discharges increased to an average of 257 per month in fiscal year 1983.

The number of violators has increased over recent years, impacting both the community supervision and adult institution populations.

TABLE 3-4

	<u>FY'81</u>	<u>FY'82</u>	<u>FY'83</u>
Average Violations Per Month	143	142	174

Expired sentences averaged 149 in fiscal year 1984 and 129 in fiscal year 1985. Board-ordered discharges averaged 208 in fiscal year 1984 and 159 in the first six months of fiscal year 1985. The number of violators has been averaging 186 for the last 18 months.

5. Goals, Objectives and Results - Fiscal Year 1985

See table 3-5.

TABLE 3-5
Community Supervision
Goals, Objectives & Results
Fiscal Year 1985

<u>GOALS</u>	<u>OBJECTIVES</u>	<u>RESULTS AS OF 1/31/85</u>
1. To manage increased workloads.	<p>1.1 Maintain linkage between classification system and discharge requests to Prisoner Review Board.</p> <p>1.2 Continue scheduled review of policies and procedures to enhance effectiveness and efficiency.</p> <p>1.3 Develop and implement new procedure for processing Monthly Agent Case Management Report.</p> <p>1.4 Automate production of new Monthly Statistical Report and monthly report to law enforcement agencies.</p> <p>1.5 Update and improve the Case Management System by alleviating both data and operational problems, and developing comprehensive validation and time studies along with a user's manual and an extensive in-service training curriculum.</p>	<p>1.1 69% of recommendations for discharge were accepted by the Prisoner Review Board. An Administrative Directive was implemented which requires a recommendation for early discharge be sent to the Prisoner Review Board for all low classified releasees after completion of one-half of the release term.</p> <p>1.2 Administrative Directive reviews and modifications completed.</p> <p>1.3 Procedure implemented.</p> <p>1.4 Incorporated into the CIMIS Redesign Project.</p> <p>1.5 Established full-time position of Case Management Project Director and received additional assistance from Planning and Budget, Training Academy, and Data Processing staff. Instrument validation resulted in a revised classification scale to be used beginning in April, 1985. Reports will be produced at the institution with preprinted background information to be included in the parole package.</p>
2. To maintain accountability.	<p>2. Develop an in-service training curriculum emphasizing basic skills of case supervision.</p>	<p>2. Curriculum has been developed and implemented.</p>

TABLE 3-5 (Continued)

<u>GOALS</u>	<u>OBJECTIVES</u>	<u>RESULTS AS OF 1/31/85</u>
3. To decrease returns from supervision.	3.1 Supervise all cases according to defined case management standards.	3.1 New audit criteria are being developed.
	3.2 Further systematize the use of alternatives to reincarceration.	3.2 The number of violators diverted from reincarceration through TASC is projected to reach 68, after only 37 during FY'84.
4. To maintain accreditation for Community Supervision.	4. Develop ongoing internal audit procedures.	4. Action plans for seven standards found in noncompliance were submitted and approved by C.A.C.

6. Major Accomplishments for Fiscal Year 1985

During fiscal year 1985, the Community Services Division has continued its efforts to improve the quality of services to the releasees while protecting the safety of the public. Steps were undertaken to improve the management of both releasees and staff within the division.

a. Improved Caseload Management

1) Hiring of Additional Agents

The average caseload size was maintained by hiring additional agents. The number of agents increased from 104 in June, 1984 to 110 by December, 1984. An average monthly caseload of 82 per agent was maintained.

2) Management of Caseloads

The full-time position of Case Management Project Director was established to improve the management of caseloads. The Project Director visited all parole districts and supervisors' meetings and was available for agents' and supervisors' questions. All procedures related to case management were revised and republished as Administrative Directives. In addition, Administrative Directives were implemented which formalized the linkage between case classification and the timing of early discharge recommendations.

3) Validation of the Classification System

Final steps were taken to improve the reliability of community supervision data and to test the validity of the Case Classification System. To resolve discrepancies between manually reported and automated data in CIMIS, revisions were made in the Monthly Statistical Report format and procedures. Approximately 10,000 unresolved cases in the Case Classification System data base were processed so over 90% of cases which terminated supervision from fiscal year 1982 became available for analysis. Validation analyses were conducted on nearly 18,000 terminated cases, resulting in revised case classification risk and needs assessment documents which were designed to improve the management of caseloads.

4) Accreditation by the Commission on Accreditation for Corrections

On August 19, 1984, community supervision was awarded accreditation with an overall compliance rating in excess of 96%. Of 177 national standards deemed applicable to the agency by the Commission on Accreditation for Corrections (C.A.C.), full compliance was found on 170. Subsequent to the on-site audit, plans of action to achieve compliance with the remaining seven standards were developed and approved by the C.A.C. Board of Commissioners. The C.A.C. Visiting Committee made special note in their report that they were particularly impressed by community supervision's procedures related to staff training and documentation, the case

classification and supervision planning portions of the case management system, and the individual development and performance appraisal system. In achieving the award, Illinois became only one of twelve states to have its statewide supervision service accredited by the C.A.C.

b. Public Safety

In addition to the hiring of additional parole agents, public safety was addressed in an important decision to expand the Apprehension Unit in Chicago from 11 to 31 Apprehension Specialists. The goal is to resolve a backlog of over 1,300 outstanding warrants. Comprehensive pre-service and in-service training will be provided to these new employees during fiscal years 1985 and 1986.

c. Improved Quality of Services

1) Training

In-service training of all parole agents and supervisors was conducted in objectives-based case planning, including the implementation of a comprehensive long and short-term supervision plan which is developed jointly between the agent and releasee. The division also incorporated Rational-Behavior Training (RBT) into the agents' annual in-service curriculum to assist them in identifying and resolving behavioral problems of releasees.

2) Community Resources

Services to releasees through the Corrections/Job Service Project were expanded under the Wagner - Peyser Act, Section 7B. The Coordinator of Community Resources negotiated and implemented the coordination of service agreements with all 26 local JTPA service delivery areas.

Therefore, through the hiring of new agents and Apprehension Specialists, improving training of agents and supervisors, expanding community resource services, and other accomplishments the Community Services Division has made efforts to improve the overall quality of services. By revising numerous Administrative Directives, establishing a new position to assist staff in the management of caseloads, improving data, and revising case classification instruments, the division has addressed its management objectives.

7. Family Impact Statement

Because the family plays a vital role in the releasee's ability to adjust to the community, the Division encourages the active participation of the releasee's family to assist during reintegration to society. The agent becomes actively involved with the family before the inmate's release, i.e., during the placement investigation. The purpose of the placement investigation is two-fold: to verify what the inmate claims are his/her plans and to prepare the family for the inmate's release. Good communication between the agent and the family allows the agent to answer any

questions family members may have and for family members to inform the agent of problems they anticipate. After release, the agent works out the releasee's goals and objectives and reviews the supervision plan with the releasee and his/her family. Agents are taught that through genuineness, positive acceptance and empathy they can strengthen and promote stability within the releasee's family.

Needs assessments relating to basic human needs, living arrangements and academic/vocational concerns are addressed on classification documents. Casework Level Standards require home visits by agents to ensure the home situation is conducive to proper support and encouragement at home. Through family counseling resources, job service and other community resources, agents can promote effective and stable relationships between the releasee and his/her family.

8. Goals, Objectives and Performance Measures - Fiscal Year 1986

See table 3-6.

TABLE 3-6
Community Supervision
Goals, Objectives & Performance Measures
Fiscal Year 1986

<u>GOALS</u>	<u>OBJECTIVES</u>	<u>PERFORMANCE MEASURES</u>
1. To manage an expanded Apprehension Unit.	1.1 Establish a series of Administrative Directives for the operation of Apprehension Unit services. 1.2 Establish performance measures for Apprehension Unit services. 1.3 Establish and deliver in-service training designed specifically for Apprehension Unit Specialists. 1.4 Establish audit criteria for Apprehension Unit services in compliance with 1.1 and 1.2.	1.1 Implementation of Administrative Directives. 1.2 Measures developed and established. 1.3 Curriculum developed. 1.4 Audit criteria developed.
113 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. 2.2 Establish service/linkages with community-based mental health providers. 2.3 Establish Administrative Directives for management of releasees with mental health needs.	2.1a Established linkage agreements. 2.1b Referral and outcome data. 2.2 Referral and outcome data. 2.3 Establishment of Administrative Directives.
3. To maintain accreditation for Community Supervision.	3.1 Maintain compliance with original 96% of standards. 3.2 Achieve compliance with six additional standards.	3.1 Annual certification statement - 8/15/85. 3.2 Action plans implemented by May, 1986.
4. Achieve single offender-based M.I.S. for Community Supervision.	4.1 CIMIS initialization of workload data file. 4.2 Complete merger of workload data into CIMIS.	4.1 Case action enter replaced by CIMIS "parole add" transaction. 4.2 CIMIS data base containing all workload elements.

B. PROGRAM SERVICES DATA

	FY'84 <u>ACTUAL</u>	FY'85 <u>ESTIMATED</u>	FY'86 <u>PROJECTED</u>
Expenditures (\$ in thousands)	\$5,658.6	\$6,482.5	\$7,313.1
Average Number of Parole Agents	112	117	126
Recipients of Community Supervision Services	16,323	16,083	16,401
Average Monthly Caseload	9,253	9,038	9,583
Cases Per Agent	83	77	76
Performance Indicators:			
Cost/Average Monthly Caseload	\$612	\$717	\$763
Cost/Number of Recipients**	\$347	\$403	\$446

**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.

TABLE 3-7

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>Admissions</u>					
From Institutions/Community Centers	7,051	8,711	5,835	7,651	8,278
From Another State	<u>471</u>	<u>393</u>	<u>450</u>	<u>438</u>	<u>438</u>
TOTAL	7,522	9,104	6,285	8,089	8,716
<u>Exits</u>					
Final Discharge	1,895	1,641	1,782	4,147	4,350
Board-Ordered Discharge	1,848	3,078	2,501		
Transfer to Another State	498	428	420	449	449
Charged with New Offense	1,299	1,712	1,797	1,914	2,142
Charged with Technical Violation	409	371	440	1,146	997
Death/Other	<u>156</u>	<u>158</u>	<u>97</u>	<u>285</u>	<u>522</u>
TOTAL	6,105	7,388	7,037	7,941	8,460
<u>Population</u>					
Average Number of Agents	121	119	112	117	126
Average Daily Population	8,247	9,706	9,315	9,038	9,583
Average Caseload Per Agent	68	82	83	77	76
End of Fiscal Year Population	8,817	10,038	8,557	9,357	9,837

C. PROGRAM ANALYSIS

With the average caseload continuing at a high level (the caseloads have remained near 80 since the beginning of 1984), the Community Services Division must continue to monitor the quality of services provided to releasees. Concurrently, the division is concerned that adequate safety is being provided.

There has been an increase in the number of violators and percentage of releasees served who were returned to adult institutions. In addition, excessive workloads dilute effectiveness of supervision and support services, and threaten public safety.

TABLE 3-8

	<u>FY'82</u>	<u>FY'83</u>	<u>FY'84</u>
Number of Violators	1,708	2,083	2,237
Percent of Releasees Served	9%	11%	14%

The Community Services Division has been utilizing management by workload in the supervision and assignment of cases. By classifying cases to address the parole agent's dual role of protecting the public safety and serving the client's needs, community supervision can associate workload with these stratified cases to better allocate resources and accomplish its mission. The shift, then, from a concept of "caseload" to a concept of "workload" acknowledges and uses the realization that different clients present different requirements.

The shift also, and perhaps more importantly, allows for the definition of casework in terms of "time," which is common to the definition of other agent activities such as training, special assignments, collateral responsibilities, and leave time. This, of course, has management implications at several levels. For an agent, definition of his/her caseload and other responsibilities into units of work allows for advanced planning, anticipation of new assignments, and for the focusing of attention upon problem areas. For a line supervisor, casework assignment issues and personnel performance are highlighted, as are factors which must be considered when preparing budget packages and when delegating special assignment responsibilities. The implications of a workload concept for program administrators are of particular significance in the areas of program evaluation and long-range planning. Virtually every aspect of the Division's operation can be quantified in terms of time and responsibility in the application of the workload concept.

The Community Services Division utilizes a combination of management techniques and reporting procedures in their current program. Supervision levels are determined by using Case Classification Initial and Re-evaluation instruments. Two evaluation instruments are completed and combined to produce a supervision level. The risk evaluation is an assessment of the releasee's probability for supervision problems and program failure. The needs evaluation is an assessment of the releasee's service needs. The number and type of monthly contacts are determined by the supervision level (high, medium or low). Monthly reports are

generated to assist agents in managing their caseloads. Individual agent workload levels generated from these reports are used to make managerial comparisons and adjustments to achieve workload parity among agents and districts. Community resources are available, with specific service need requirements determined by needs assessments and a supervision plan. The Apprehension Unit assists agents in the management of their caseloads. Releasees who present minimal risk of violation and/or have minimal needs can be discharged from supervision upon approval of the Prisoner Review Board after a recommendation based on case classification is made by the agent.

The effectiveness of case classification, workload parity, and early discharge is noted by recent improvements which address management objectives. The trend toward quality service is increasing due to better workload management.

Recent modifications of the classification process have attempted to increase the quality of services allocated to releasees. The implementation of a supervision plan details the goals and objectives outlined for the releasee on both a short and long-term basis. The agent meets with the releasee to mutually develop a plan consistent with the releasee's current casework level and recent adjustments. Each item identified on the Needs Level Evaluation as a problem area must have a problem-resolution activity identified and a date for the anticipated completion of the activity. Each supervision plan is discussed, reviewed and signed by the agent and releasee. The plan allows for more thorough management review of caseload activities.

The Division's continued goal to provide quality service is exemplified through the coordination of efforts with a wide variety of community organizations. At release from an adult institution, many releasees may lack basic educational, vocational and social skills necessary to enhance community integration and economic self-sufficiency, which may limit legitimate financial and social opportunities available. Educational and training programs are significant resources for releasees. In recent years, more federal funds have been made available to finance the academic education and vocational training of releasees.

In order to achieve the most efficient cost-benefits of supervision, full advantage is undertaken of community resources available for serving the releasee. Agents are encouraged to utilize the expertise of such agencies as the Illinois Job Service, Department of Commerce and Community Affairs (DCCA), the Illinois JTPA Coordinating Counseling, Department of Mental Health/Developmental Disabilities (DMH/DD), Treatment Alternatives to Street Crimes (TASC), Gateway House Foundation, and others. The agents serve as community organizers and liaison with these community resources. IDOC has contracted for services dealing with employment assistance, vocational assessment and training, advocacy and emergency shelter, substance abuse, and others. These services are funded through Title XX DFI and/or Jobs Bill.

The cooperation of such agencies as the Illinois Job Service and TASC have assisted in the efforts to provide quality service to releasees so as to maximize protection to the public. Since fiscal year 1984, a larger percentage of the releasees were employed or received training.

TABLE 3-9

	<u>FY'83</u>	<u>FY'84</u>	<u>FY'85</u>
Percent of Releasees Employed/In Training	29%	32%	31%

Releasees with drug and alcohol problems are referred to Alcoholics Anonymous and other such organizations. Selected releasees are diverted through TASC and the Gateway House Foundation for substance abuse programming.

TABLE 3-10

	<u>FY'84</u>	<u>FY'85</u> (Annualized Estimate)
Number Diverted to TASC	37	68

Releasees with psychological problems are referred to the DMH/DD for counseling. The Division supports the programs and assists the agents in identifying these resources.

Allowing parole agents to transfer absconded releasees to the Apprehension Unit's caseload provides an opportunity for the agents to concentrate their efforts in providing services to releasees by not utilizing resources searching for absconded cases. To increase efforts addressing the public safety goal, the Chicago Apprehension Unit increased from 11 Apprehension Specialists in fiscal year 1984 to 31 in fiscal year 1985. The increase provides for a more rapid and effective response to absconders, in addition to clearing up a backlog of 1,300 cases on record.

TABLE 3-11

	<u>FY'83</u>	<u>FY'84</u>	<u>FY'85</u> (Annualized Estimate)	<u>FY'86</u> (Projected)
Apprehensions Per Month	61	73	154	194

The Prisoner Review Board has statutory authority (Ill. Rev. Statutes Chap. 38, 1003-3-8 (b)) to discharge offenders from supervised release, "when it determines that he is likely to remain at liberty without committing another offense." The Community Services Division and the Board have reached an agreement to link consideration for early discharge to the Case Classification System. These procedures have been written into the Department's Administrative Directives. By combining the actual community adjustment of releasees with the classification instruments, the Board has a rational methodology for granting or denying an early

discharge. The projected increase in early discharges will enable parole agents to provide greater intensity of supervision to recently released and high risk offenders, while keeping their overall workload within manageable limits.

Recent data, however, indicate a decrease in Board-ordered discharges.

TABLE 3-12

	<u>FY'81</u>	<u>FY'82</u>	<u>FY'83</u>	<u>FY'84</u>	<u>FY'85</u>
Average PRB Discharges Per Month	121	154	257	208	159
Average Expiration of Sentence Discharges Per Month	154	158	137	149	129

Department policy requires all cases on low supervision to be recommended to the Prisoner Review Board for early discharge. Supervision effectiveness can be improved by removing least risk releasees from the agents' caseload, allowing them to concentrate their services to the higher risk, needier releasees. Prisoner Review Board cooperation to approve the recommendation is essential to the success of the effort.

Since the Administrative Directive to recommend low cases did not take effect until December, 1984, the full impact on caseload reduction cannot be measured at this time. However, this procedure has assisted in reducing caseloads by 8,400 since June, 1981.

Continued efforts have been made to assist in the management of caseloads from the level of the district supervisor to the Deputy Director. Monthly supervision hours available calculations for each agent, office and Area are due to be printed on the monthly report; the project is currently on the Data Processing Section's calendar. This will allow for an easier review of workload management by supervisors, superintendents and the Deputy Director. Procedures to examine budgeting practices can be implemented based on workload in each area and district. Plans to budget by workload are underway.

D. FUTURE DIRECTIONS

Fiscal year 1986 will bring, in addition to routine procedures review and updating, the initial development of operational standards and procedures for the recently expanded Apprehension Unit. These written guidelines will promote basic standardization in such areas as caseload assignment and tracking, performance measures, security issues, and training.

Community supervision will concentrate on continuing to improve overall operations through refinement of standards and procedures for field supervision and the apprehension function. The emphasis of these efforts will be to improve and standardize sound case management practices.

Community supervision was accredited by the Commission on Accreditation for Corrections on August 19, 1984, by demonstrating compliance

with 170 of the 177 professional standards which were audited. Action plans for the remaining seven standards have been approved by the Commission, and will be fully implemented during fiscal year 1986.

Finally, community supervision has engaged in an extensive planning effort to prepare for participation in a major study of supervision's effectiveness in reducing crimes committed by releasees. Contingent upon federal funding, this research project will commence in fiscal year 1986 and will continue through a 24 to 32 month period. The results of this study are expected to significantly influence national community-based supervision strategies. Related to the proposed research is an independent Division effort to continue enhancement of the case management system. During fiscal year 1986, refined client risk and casework service need variables will be field tested for improvement in outcome impact, and work will continue to fully integrate the workload and Correctional Institution Management Information System (CIMIS) data bases. Particular emphasis will be placed upon identification and resolution of releasees' mental health needs.

Long term goals include continued improvements in the Workload Management System. The Division anticipates budgeting by workload, with monies being distributed based on workload needed to bring the district and area to parity. Refinements in the Management Information System, with the merge of classification documents into the CIMIS data base, and in the training toward a workload concept are in future plans.

Chapter 4

Juvenile

Institutions

&

Services

CHAPTER 4

JUVENILE INSTITUTIONS AND SERVICES

A. PROGRAM DESCRIPTION

1. 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."

2. Purpose, Organization, and Mission Statement

The Illinois Department of Corrections Juvenile Division is responsible for providing care, custody, and rehabilitative programs for youth committed by the courts. The division includes seven (7) residential centers and twelve (12) field service districts under the Deputy Director. Figure 1-4 shows the location of these services.

The Juvenile Division has defined its mission as:

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

3. 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 youth committed to the Department. These service areas include:

- o Reception. Male youth 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.

- o 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.
- o 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 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 youth.
- o 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.
- o Security Services. Through custody and supervision, the Juvenile Division provides internal and perimeter security to prevent inmates from injuring others or committing new crimes in the community.
- o Clinical Services. Youth 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.
- o 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 youth 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 (DMH/DD) in providing services and programs for youth. The services provided include:

- o 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 (AA) from the institutions. Parole agents act as a service and counseling advocate for these youth 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 youth experiencing problems in the reintegration process.
- o Alternative Placements. A parole agent may be required to obtain alternative or emergency placements in a group or foster home for those youth unable to return to their natural home.
- o Community Based Support Services. Counseling, advocacy, educational, and vocational and/or on-the-job training programs are often provided for youth with special needs.

4. Historical Data

a. Illinois Youth Centers

The in-house population levels of the Juvenile Division facilities tend to remain very near or above capacity levels. Trends in the admissions, exits, and length of stay have a significant impact on the number of youth in the custody of juvenile facilities. The following data reflects changes in capacity levels, residence counts, and total population counts. Total population figures reflect in-residence, authorized absences, and psychiatric placements.

TABLE 4-1

End of Fiscal Year

	<u>FY'81</u>	<u>FY'82</u>	<u>FY'83</u>	<u>FY'84</u>	<u>FY'85</u> (est)
Capacity	970	1,249	1,249	1,165	1,165
In-House Population	1,034	1,197	1,108	1,149	1,169
Total Population	1,152	1,322	1,285	1,403	1,427

Between fiscal year 1981 and fiscal year 1982, a 46% increase in new commitments occurred. The rapid increase in admission rates has since leveled and is now declining. However, the increase between fiscal year 1981 and fiscal year 1982 resulted in the Juvenile Division reaching its peak population in institutions during May of 1982 with 1,228 youth in residence.

These trends in admissions were further complicated by the type of admissions which were increasing. During the 80's, the Juvenile Division began to receive an increasing number of felony admissions which increased by 68% between fiscal year 1982 and fiscal year 1983. These youths have been tried in the adult courts and were sentenced to determinate sentences. Unless they are transferred to the Adult Division pursuant to a court order on or after their 17th birthday, these youth remain with the Juvenile Division until the end of their sentence or until they reach their 21st birthday, whichever comes first.

TABLE 4-2

	<u>FY'81</u>	<u>FY'82</u>	<u>FY'83</u>	<u>FY'84</u>	<u>FY'85</u> (Est.)
Total Admissions	978	1,379	1,368	1,287	1,152
Felony Admissions	26	26	45	66	56

The average sentence length for these felons is 11.5 years with the minimum sentence being two years and the maximum being forty years. Of the 160 felons in the juvenile population as of December 31, 1984, 85% are committed on Class M, X, or 1 felonies as compared with 35% of the total population.

Figure 4-1
Juvenile Institution Population FY 81 to FY 85

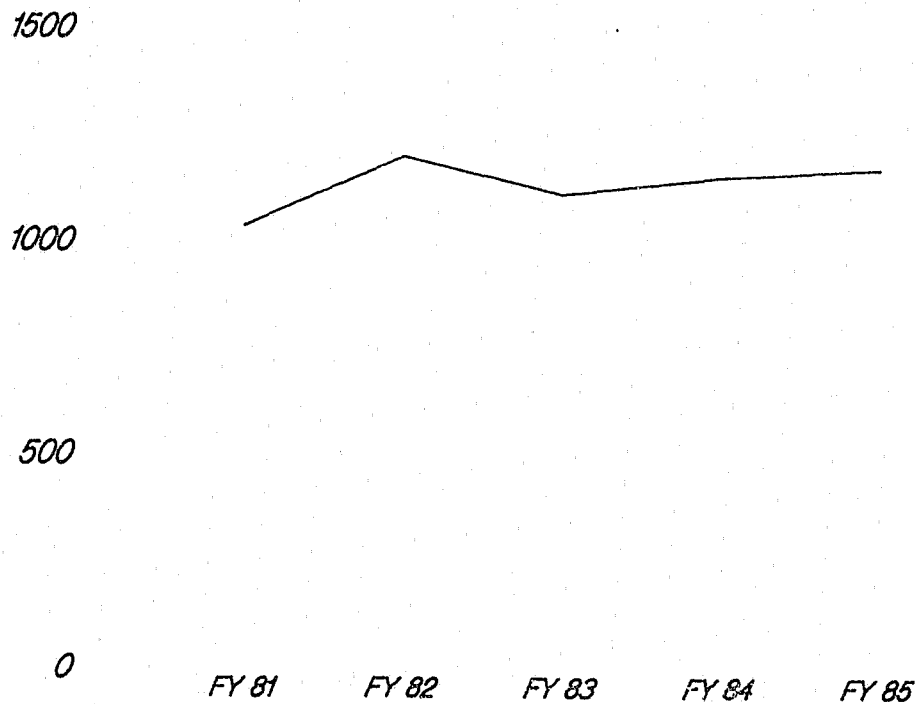


Figure 4-2
Juvenile Felony Admissions FY 81 to FY 85

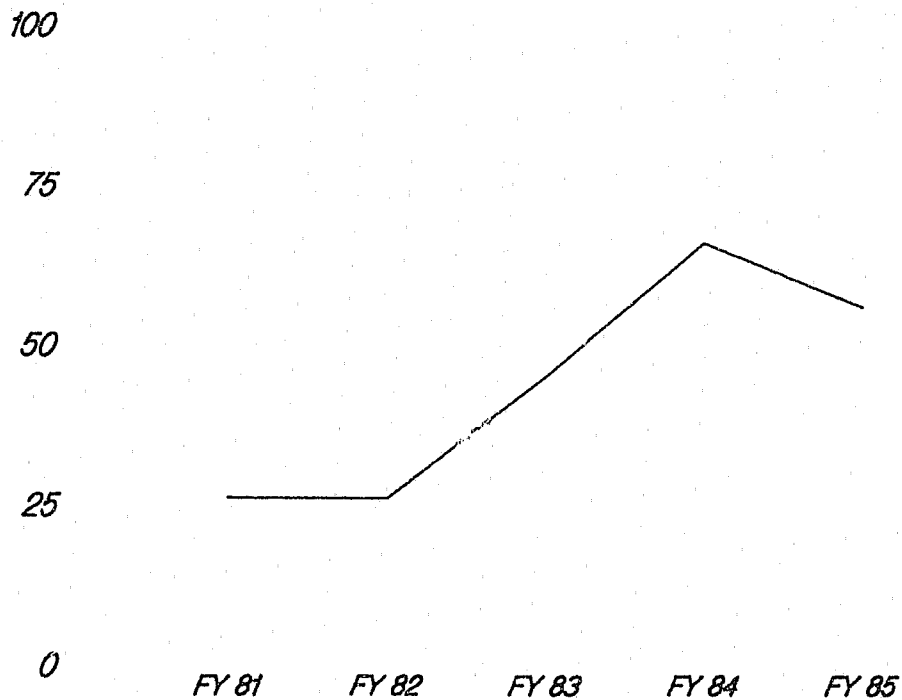


TABLE 4-3

Class of Crime

	<u>Felons</u>	<u>Total Population</u>
Class M	18.0%	3.7%
Class X	60.7%	15.3%
Class 1	6.0%	16.2%
Class 2	12.0%	24.6%
Class 3	3.4%	13.0%
Class 4	0.0%	1.4%
Misdemeanant	0.0%	21.8%
Missing Data		4.0%

The number of exits consistently remained below the number of admissions with the greatest difference occurring in fiscal year 1982, when admissions out-numbered exits by 435.

TABLE 4-4

	<u>FY'81</u>	<u>FY'82</u>	<u>FY'83</u>	<u>FY'84</u>	<u>FY'85</u> (Est.)
Total Exits	874	944	1,345	1,137	1,266

These trends in admissions and exits have been further complicated by the increase in lengths-of-stay. As would be expected, the growing felon population has a dramatic effect on the average length of stay in the Juvenile Division. In fact, the average length of stay for all juveniles has increased significantly over the past several years.

Since fiscal year 1979, the average length of stay has almost doubled. The average length of stay in fiscal year 1979 was 7.7 months. For those youth who have exited during the first nine months of fiscal year 1985, the average length of stay has been 14.5 months. Looking at delinquents and felons separately over the past three fiscal years the following increases in lengths-of-stay are seen:

TABLE 4-5

Length of Stay
(Months)

	<u>FY'83</u>	<u>FY'84</u>	<u>FY'85</u>
Delinquents	11.5	12.1	13.7
Felons	17.5	22.7	25.2
Total Population	11.8	12.6	14.5

During fiscal year 1979, the Juvenile Division operated with a total capacity of 1,080 including four residential centers. By June 30, 1981, the residential centers (Morris, Chicago, Huling Home, and VAST) were closed and the capacity level was at it's lowest point (970). Dixon

Springs, in July, 1983 and Hanna City, in November, 1983 were transferred to the Adult Division. Capacity levels were then increased at existing facilities and IYC-Harrisburg was opened in September of 1983 bringing capacity level to 1,165. By the end of fiscal year 1985, IDOC is anticipating an increase in IYC-Harrisburg's rated capacity bringing the Juvenile Division to a total potential capacity of 1,250.

The history of the Juvenile Divisions capacity levels are reflected in the following tables:

TABLE 4-6

Facility Capacity Levels

	<u>FY'79</u>	<u>FY'80</u>	<u>FY'81</u>	<u>FY'82</u>	<u>FY'83</u>	<u>FY'84</u>	<u>FY'85</u>
Dixon Springs	50	60	60	78	78 Closed		-
Hanna City	90	90	90	120	120 Closed		-
Harrisburg	--	--	--	--	--	125	210
Joliet	138	134	134	180	180	180	180
Kankakee	50	50	48	56	56	58	58
Pere Marquette	60	60	60	75	75	78	78
St. Charles	350	300	300	402	378	349	349
Valley View	222	222	222	265	265	250	250
Warrenville (DuPage)	50	56	56	73	97	125	125
Chicago	20	30	Closed	-	-	-	-
Morris	30	30	Closed	-	-	-	-
VAST	20	25	Closed	-	-	-	-
Huling Home for Girls		10	Closed	-	-	-	-
Total Capacity	1,080	1,067	970	1,249	1,249	1,165	1,250

The first half of the 1980's has been a period in which population management is an important technique. Authorized absences have long been utilized as an initial step in community reintegration. In addition to being used as a reintegration strategy, authorized absences also began to be used to relieve the population pressure early in fiscal year 1982. Thirty-eight youth were released in July of 1982, an additional 37 in August, and another 15 in September. Using clearly defined selection criteria, what is now known as extended authorized absences (AA) has continued to be used both as a means of community reintegration and as a population management tool.

By July 11, 1984, the Juvenile Division had a total population of 1,514 and an all time high of 222 youth on AA. Not only was there an increase in the number of youths released to AA, but also an increase in the number of days spent on AA prior to parole or discharge from the Division. Of those youth who had exited in fiscal year 1982, only 11.3% had been released to AA, while of those exiting during the first nine months of fiscal year 1985, 72.3% have been released to AA prior to parole or discharge.

TABLE 4-7

	<u>FY'82</u>	<u>FY'83</u>	<u>FY'84</u>	<u>FY'85</u>
Average AA Population	77	100	176	192
Average Days on AA	41	44	69	85

The utilization of AA has allowed the Juvenile Division to maintain its population within capacity levels; however, it has impacted on Juvenile Field Services since these youth must be supervised along with the parole population.

b. Juvenile Field Services

The number of youths released on parole supervision has decreased over the past several years. This reduction is partially attributed to the decrease in the rate of parole approved by the Prisoner Review Board. The average parole rates from fiscal year 1982 through December 31 of fiscal year 1985 are:

TABLE 4-8

	<u>FY'82</u>	<u>FY'83</u>	<u>FY'84</u>	<u>FY'85</u>
Parole Rates	82%	71%	72%	66%

The weekly average parole population for fiscal year 1984 was 963, and the weekly average through December 31 of fiscal year 1985 was 978. Field service agents, however, are also responsible for supervising youths in the community on AA from the institutions. The Prisoner Review Board frequently recommends that prior to making a decision regarding parole, youth first demonstrate their adjustment in the community on AA. Consequently, the number of youths in the community on AA has offset the decrease in parole caseloads. The following data provides the end of the month average for youth in field services custody for fiscal year 1982 through December 31 of fiscal year 1985:

TABLE 4-9

	<u>FY'82</u>	<u>FY'83</u>	<u>FY'84</u>	<u>FY'85</u>
Average Parole Population	1,158	1,105	963	978
Average AA Population	77	100	176	192
Total Supervision Average	1,235	1,205	1,139	1,170
Number of Parole Agents	45	48	50	49
Average Case Load	27	25	23	24

The percentage of exits from parole that are violators increased from 16% in fiscal year 1983 to a projected 23% in fiscal year 1985. During this same time period, the percentage of discharges by the Prisoner Review Board dropped from 47% to 42%.

5. Goals and Objectives for Fiscal Year 1985

See table 4-10.

TABLE 4-10
Juvenile Division
Goals, Objectives, & Results
Fiscal Year 1985

<u>GOALS</u>	<u>OBJECTIVES</u>	<u>RESULTS AS OF 3/31/85</u>
1. Continue to improve population management.	1.1 Monitor Commitment rates for juveniles ongoing basis.	1.1 Daily Admissions Report being reviewed by Deputy Director and appropriate staff distributed regularly.
	1.2 Report submitted and reviewed regularly.	
	1.3 Review institutional population profile report regularly and update information as needed.	1.3 Institutional Population Profile Report developed and distributed to appropriate staff monthly. Report updated monthly.
2. Review rules and directives exclusive to the Juvenile Division.	2.1 Reviews completed at least annually.	2.1 All Department Rules and Administrative Directives applicable to Juvenile Division are reviewed and commented on by Deputy Director or staff at time of annual review.
	2.2 Update rules and directives as needed.	2.2 Revised and new Administrative Directives have been developed to continue to standardize policy and procedures in the Juvenile Division.
3. Maintain progress toward accreditation by the Commission on Accreditation for the American Correctional Association.	3.1 By June 30, 1985, complete reaccreditation of IYC-St. Charles, IYC-Warrenville, and Juvenile Field Services.	3.1 On November 9, 1984, Juvenile Field Services was reaccredited. On January 15, 1985, IYC-St. Charles was reaccredited. By the end of June, 1985, IYC-Warrenville will be audited for reaccreditation.
	3.2 Initiate "correspondence" status for IYC-Harrisburg by April 1, 1985.	3.2 During February, 1985, IYC-Harrisburg entered "Correspondent" status for reaccreditation.
	3.3 Enter "Candidate" status for IYC-Harrisburg by June 1, 1985.	3.3 Appropriate application materials are currently being developed for "Candidate" status.
4. To review and provide the identified training needs of the Juvenile Division.	4.1 By September 1, 1984, review curriculum modules and develop institutional training that can be certified by the Training Academy.	4.1 In concert with Training Academy staff, all curriculum modules applicable to the Juvenile Division have been reviewed and, where needed, revised. A number of new training curricula have been developed.

TABLE 4-10 (Continued)

<u>GOALS</u>	<u>OBJECTIVES</u>	<u>RESULTS AS OF 3/31/85</u>
5. To assess future program and service needs of Juvenile Field Services.	4.2 Review pre-service curriculum by December 1, 1984, and make recommendations.	4.2 Pre-Services curriculum for all Juvenile Division has been reviewed. On February 18, 1985, a new 5-week Pre-Services Security Training Curriculum was instituted for all Youth Supervisor Trainees.
	4.3 By May 1, 1985, develop pre-service Curriculum plan for program and support staff.	4.3 Plans are currently being developed for pre-service curriculum for program and support staff.
	5.1 Review and identify current services provided by Juvenile Field Services by December 1, 1984.	5.1 Listings of services is completed and updated. New and expanded services are continually being developed.
	5.2 By February 1, 1985, identify future program and service needs.	5.2 A primary need was identified to address concerns relative to youth remaining in Illinois Youth Centers past their date of parole eligibility due to programatic problems. On December 22, 1984, a Special Needs Unit was instituted to address these concerns and help place Serious Offender and Special Needs Youth.

6. Major Accomplishments for Fiscal Year 1985

a. Illinois Youth Centers

1) Operations of Illinois Youth Center-Harrisburg

IYC-Harrisburg was a former mental health facility. It was transferred to Illinois Department of Corrections as of July 1, 1982, and began receiving youth in September, 1983. With a staff of 134 and a current capacity of 125, this new facility is housing 122 youths. By the end of fiscal year 1985, the capacity at IYC-Harrisburg will be at 210. This makes IYC-Harrisburg one of the largest juvenile facilities in the state. As a medium facility with secure beds, Harrisburg will provide the type of placement required for the changing juvenile population.

2) Increased Security Enhancements

With the increase in the number of youths with serious criminal and personal problems, increased security enhancements at the facilities were required. During fiscal year 1985, the Juvenile Division has implemented roll call and has begun to provide uniforms for custodial staff at the four major youth centers (IYC-Joliet, IYC-Valley View, IYC-St. Charles, and IYC-Harrisburg). In addition, all facilities now have secure vehicles for the transportation of youths. Improved procedures for hiring and training youth supervisors has been developed and has been implemented. These improvements provide the youth supervisors with the necessary knowledge and tools to deal with the challenges that face them.

3) Improved Population Management

As the population grows, it becomes crucial to develop and utilize a timely and reliable information system. Population summary reports are produced regularly and reviewed by the Deputy Director and Reception Center staff to monitor commitment rates and in-residence populations at IYC's. These reports are also reviewed to identify youth who may be appropriate candidates for recommendation to the parole board or for authorized absence. The use of these reports assist in managing the juvenile population within the limited resource of available beds.

4) Review/Revision of Rules and Directives

Department rules and Administrative directives are the basis for establishing standards and procedures for daily operations. A facility's compliance with these standards is audited on an annual basis. It is through this method that an assurance that all IYC's and field service districts are operating according to professional standards is established. During fiscal year 1985, expanded efforts have been made to review, revise, and, where necessary, initiate new rules, directives, policies and procedures.

Administrative Directives on Authorized Absences have been revised and implemented. A standardized procedure for the hiring of Youth Supervisor Trainees has also been approved. Procedures for roll call have been developed, and are implemented at the appropriate institutions.

5) Continued Progress Toward Accreditation During Fiscal Year 1985

The Juvenile Division progressed in its goal to have institutional and field services programs meet the required standards for operation established by the Commission on Accreditation for Corrections of the American Correctional Association.

On November 9, 1984, Juvenile Field Services was re-accredited by meeting nationally accepted standards for juvenile corrections. IYC-St. Charles was also re-accredited on January 15, 1985. IYC-Joliet, IYC-Kankakee, IYC-Pere Marquette, IYC-Valley View and IYC-Warrenville have all been previously accredited and will undergo an audit for re-accreditation at the appropriate time. IYC-Harrisburg has entered correspondent status and will enter candidate status in late fiscal year 1985.

TABLE 4-11

	FY'82 <u>Actual</u>	FY'84	FY'83	FY'85	FY'86 <u>Est.</u>
Number of Accredited Centers	1	5	6	6	7

6) Training Needs Identified, Reviewed and Provided

Training needs within the Juvenile Division have been reviewed in two ways. First, each Illinois Youth Center and Juvenile Field Service office was required to submit a complete local training plan for fiscal year 1985. These plans were subject to review and approval/disapproval by the Deputy Director and the Superintendent of the Training Academy. As of February 1, 1985, all Illinois Youth Centers and Juvenile Field Services have had their plans approved.

Secondly, a committee consisting of personnel from the Juvenile Division and from the Training Academy has reviewed curriculum modules and developed new training that has been certified by the Training Academy. In particular, pre-service training for Youth Supervisor Trainees has been combined with Correctional Officer Trainees to share resources over a five-week period. Separate modules have been developed for areas of training specific to the Juvenile Division. Also, a pre-service curriculum plan is being developed for program and support staff. Already developed is training for Juvenile Division middle managers. The training developed for Correctional Parole Agents has been revised and expanded.

7) Facility Enhancements at Joliet-IYC

Two million dollars in Capital Development Funds are being used during fiscal year 1985 to enhance the facilities at IYC-Joliet. These enhancements include security renovations, interior perimeter enhancements, new recreation yards, a new visiting area, a new gate house, and a new control center. Inmate's rooms are being renovated to meet constitutional standards on plumbing and lighting. IYC-Joliet is currently the only maximum security institution in the Juvenile Division. As such, 75% of the population at IYC-Joliet are 17 years old or older and two-thirds are youths with felony convictions. The average length of stay for the IYC-Joliet youth is estimated at 45 months.

8) Demolition of Vacant Residential Buildings

IYC - St. Charles saw the demolition of five old, vacant dormitory buildings which had originally been occupied by delinquent youth at the turn of the 20th Century. These buildings, which did not comply with ACA accreditation standards, were vacated in 1978 when the youths were moved to newer and more humane buildings which have individual rooms. The demolition of these buildings removed serious health, safety and custodial concerns at that facility.

b. Field Services

1) Special Placements and Services

An increasing number of youth are requiring special services in order to promote and maintain reintegration into the community. In order to provide these special services, a District Parole Office in Cook County has been identified as a Special Needs Unit. The Special Needs Unit receives referrals from other district offices and is primarily responsible for evaluating referrals, coordinating reintegration activities between institutional and field services staff, contacting other state agencies involved in the case, and developing the service needs of the youth. These services may include individual and/or family therapy, drug counseling, and advocacy support, vocational training, educational services, and alternative placement. Youth unable to return to their natural home may be placed in a group home, foster home, or an independent living program.

An increase in contractual services monies has been provided during this past fiscal year to maintain the services previously provided under the Serious Offender Research Project (SORP).

TABLE 4-12

Special Placement and Services

Expenditures

	FY'83 <u>Actual</u>	FY'84 <u>Actual</u>	FY'85 <u>Estimated</u>
General Revenue	\$259,000	\$502,000	\$754,300
SORP		\$207,000	

One of the primary reasons for establishing the Special Needs Unit is to identify youth, prior to their anticipated release date from the institution, who will require special services in the community. With early identification, a concerted effort can then be made to have these services developed and available at the time of the youth's release date. When successful, these activities will contribute toward keeping the institutional population within capacity by avoiding delays in the release of eligible youth.

7. Family Impact Statement

Through identifying programs and providing resources to meet special needs, juvenile field service agents assist in promoting individual and family stability. This is accomplished through the provision of alternatives to unlawful behavior through working with the youth and family. A case management approach has been developed in which a field service agent and youth counselor work with a youth prior to release. This early involvement allows the agent to know and work with the family prior to the youth's release.

8. Goals and Objectives for Fiscal Year 1986

See table 4-13.

TABLE 4-13

Juvenile Division
Goals, Objectives and Performance Measures
Fiscal Year 1986

<u>GOALS</u>	<u>OBJECTIVES</u>	<u>PERFORMANCE MEASURES</u>
1. Reduce the number of youths with placement problems remaining in Illinois Youth Centers past the time they are considered parole eligible	1.1 Identify such youth and monitor placement issues in on-going manner. 1.2 Maintain Special Needs Unit to enhance efforts in finding community placement for youth with this need. 1.3 Continue to converse and coordinate with other State and local agencies dealing with multi-placement issues. 1.4 Find and utilize alternative placements.	1. Develop referral system for Special Needs Unit and monitor frequency of successful placement through submission of monthly progress reports. 1.3 Review and renew inter-agency agreements and enter into new agreements with applicable agencies. 1.4 Monthly submission and review of Alternative Placement Report by District Parole to identify alternative placements being used and the number of service days.
2. Standardize and improve policy, procedures and practice of transporting residents in the Juvenile Division.	2.1 Develop comprehensive Administrative Directives, local procedures, and post descriptions to standardize local movement of residents. 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.	2.1 Approval of directives that outline policy and procedure regarding escort duty, vehicles used for security transportation, and transportation security requirements. 2.2 Develop comprehensive statewide Transportation Unit policy and procedures manual. Order necessary equipment, within budgetary confines, to implement plan. Hire and train staff, within budgetary confines, to implement plan.

TABLE 4-13 (Continued)

<u>GOALS</u>	<u>OBJECTIVES</u>	<u>PERFORMANCE MEASURES</u>
3. Maintain progress toward accreditation by the Commission on Accreditation for American Correctional Association.	3.1 By June 30, 1987, complete reaccreditation of IYC-Joliet, IYC-Kankakee, IYC-Pere Marquette and IYC-Valley View.	3.1 Accreditation Certificate
	3.2 By June 30, 1987, complete accreditation of IYC-Harrisburg.	3.2 Accreditation Certificate
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 Monitoring will be accomplished by monthly submission of District Supervisor Report on Program Participation.
5. Improve educational/vocational opportunities for residents.	5.1 In cooperation with School District #428, undertake a division review of curriculum.	5.1 Submission of report recommending changes in curriculum, etc.
	5.2 Develop new curriculum with emphasis on vocational training.	
6. Continue progress toward upgrading of available mental health and physical well-being facilities available to residents.	6.1 By March 31, 1987, develop a Mental Health Services Plan in each Illinois Youth Center.	6.1 Complete plan, procedures and hiring of applicable staff, have Crisis Intervention Teams at selected Illinois Youth Centers.
	6.2 Improve frequency and practice of medical services available to youth.	6.2 Monitoring of medical services available to youth.
	6.3 Upgrade and increase the amount of dental services available.	6.3 Install necessary equipment at IYC-Joliet, IYC-Valley View, and IYC-Warrenville. Hire appropriate staff to insure adequate dental coverage.
7. Develop a computer simulation model for purposes of projecting juvenile.	7.1 Conduct a thorough analysis of the juvenile system.	7.1 Complete a flow chart documenting the analysis.
	7.2 Determine data needs necessary for simulations.	7.2 Document necessary data needs and identify sources in a data dictionary.

TABLE 4-13 (Continued)

<u>GOALS</u>	<u>OBJECTIVES</u>	<u>PERFORMANCE MEASURES</u>
	7.3 Extract and analyze necessary data.	7.3 Produce documentation of computer runs for data parameters.
	7.4 By September 30, 1985, produce a population projection for use in the budget process.	7.4 Report summarizing the development, output, and accuracy of the population simulation.

B. PROGRAM SERVICES DATA

	<u>FY'84</u>	<u>FY'85</u>	<u>FY'86</u>
	<u>Actual</u>	<u>Estimated</u>	<u>Projected</u>
<u>JUVENILE INSTITUTIONS</u>			
Administration	\$1,293.4	\$1,300.8	\$1,402.0
Business Office	1,557.9	1,678.8	1,818.5
Clinic	1,886.5	2,147.5	2,335.4
Intensive Reintegration	55.9	93.6	95.8
Housekeeping	185.6	262.4	274.1
Recreation	492.6	572.4	627.2
Maintenance	2,689.9	2,627.0	2,844.3
Utilities	2,403.6	2,604.7	2,760.3
Medical/Psychiatric	960.4	1,666.2	1,797.1
Custodial	12,064.1	13,192.6	14,664.1
Dietary	2,630.2	2,741.2	2,995.8
Laundry	82.8	83.2	87.4
Religion	87.0	93.7	97.7
Transportation	216.0	221.6	288.0
Reception & Classification	78.3	327.3	356.9
TOTAL	\$26,684.2	\$29,613.0	\$32,444.6
Average Daily Resident Population	1,115	1,144	1,200
Cost/Average Daily Population	\$23,932.17	\$25,885.49	\$27,037.17
Total Institutional Staff	882	967	990
Youth/Total Staff	1.3	1.2	1.2
<u>JUVENILE COMMUNITY-BASED</u>			
	(.79)	(.85)	(.83)
Administration	\$684.0	\$0.0	\$0.0
Case Management	2,503.8	2,884.7	3,195.8
Tri-Agency	230.3	262.2	264.9
TOTAL	\$3,418.1	\$3,146.9	\$3,460.7

Functional Institutional expenditure totals does not include Tri-Agency which is shown at the bottom of the page.

C. Program Analysis

The Juvenile Division is now faced with a changing juvenile population characterized by a more aggressive, volatile youth facing a longer period of confinement. These changes in population characteristics have security and programmatic implications for the Juvenile Division.

A greater percentage of youths are incarcerated with serious offenses.

TABLE 4-14

	<u>FY'82</u>	<u>FY'83</u>	<u>FY'84</u>	<u>FY'85</u>
(Class M,X, & 1)	24.1%	33.3%	35.4%	35.2%

As of December 31, 1984, there were 160 juvenile felons in youth centers. These juveniles were tried as adults and have received the same sentence as an adult for their crime.

It is anticipated that this proportion of the population will continue to grow. The Cook County State's Attorney received a \$250,000 grant from the National Institute of Justice to hire more prosecutors and investigators who will concentrate on speeding up proceedings against repeat juvenile offenders. This program, in addition to the increased emphasis on youth gangs is expected to impact on the Juvenile Division's population.

The response to these changes has been to enhance the security operations at the youth centers. As discussed in the major accomplishment section, the Juvenile Division has established roll call, is providing uniforms, secure transportation vehicles, and improved training.

In fiscal year 1986, the Juvenile Division plans to implement a statewide transportation plan. This centralized approach will reduce the number of youth supervisors who will be removed from their facility post to transport youths. This in effect will provide more custodial officers on duty at the facilities. The Department also plans to add a total of 17 custodial officers. Staff will be increased at Harrisburg (3), Warrenville (5), Kankakee (1), St. Charles (5), and Pere Marquette (3).

TABLE 4-15

	<u>FY'84 Actual</u>	<u>FY'85 Estimated</u>	<u>FY'86 Projected</u>
Custodial Staff	517	606	623
Staff Ratio	.464	.530	.519

In addition to increasing the custodial staff, plans are also present to increase the number of secure beds. IYC-Joliet has requested to add a 48-bed housing unit and a multipurpose program facility through capital

development monies. The population at IYC-Joliet, who are predominantly felons, are expected to average a period of incarceration at that facility in excess of 3½ years prior to release to parole or transfer to the Adult Division of IDOC.

Not only are more youths being committed for serious crimes, but the Division is identifying more youths with mental health needs. A recent study by Dr. Ronald Rosenthal of the Illinois State Psychiatric Institute found that over one-third of the cases studied from a sample of 102 youths at reception had some prior mental health treatment. Furthermore, the researcher diagnosed one-third of these youths as currently suffering from a chronic affective disorder. An additional 4% met criteria for major depression in remission, and an additional 25% exhibited sufficient degree of depression and/or anxiety to meet criteria for an adjustment disorder. These diagnoses were based on rigorously applied diagnostic criteria.

From July 1, 1982, through December, 1984, the Department referred the following number of youths for mental health treatment outside of IDOC:

TABLE 4-16

	<u>FY'82</u>	<u>FY'83</u>	<u>FY'84</u>	<u>FY'85*</u>
Sent	62	85	120	168
Accepted	59	81	117	153

*Annualized estimate based on first five months of fiscal year 1985.

As the data shows, referrals alone have increased significantly since fiscal year 1982. At any given time the Department has between 20 and 30 youths in the Department of Mental Health, drug abuse programming placements, or in private hospitalization programs.

Many of the referrals sent for mental health treatment are returned to the Department's treatment units as quickly as they are stabilized. They still, however, require intensive services. The Juvenile Division operates three specialized mental health treatment units, Tri-Agency Services (TARS) at IYC-Warrenville, Setlenhouse, at St. Charles and the Intensive Reintegration Unit (IRU), at IYC-Joliet. Turnover data for these programs indicate that the demand for mental health services is high.

TABLE 4-17

Special Treatment Units

	<u>FY'82</u> (Jan.-June)	<u>FY'83</u>	<u>FY'84</u>	<u>FY'85</u> (Est.)
Capacity	18	78	76	76
Admissions	30	270	200	206
Turnover	166%	346%	263%	271%

Unfortunately for many of these youths, return to the general population without mental health follow-up only leads to a reoccurrence of symptoms.

These problems have increased because of the lack of clarity around state agencies' responsibility of providing services to custodial youth. The juveniles committed to IDOC from the court often had prior involvement with Department of Children and Family Services (DCFS) and/or the Department of Mental Health and Developmental Disabilities (DMH/DD). For the court and the youth, the Department of Corrections is considered to be the agency of last resort. Yet IDOC does not have the staff and programs to handle the problems that DCFS and DMH/DD are mandated to service. As a consequence, the Juvenile Division must begin to address the issues of mental health treatment and special placements for the youths placed in its custody.

In fiscal year 1985 a psychiatric nurse was added to IYC-Joliet staff. For 1986, it is requested that a psychologist and social worker be added at IYC-Valley View. These positions are in line with the mental health needs of the juvenile population. The Division is planning to develop treatment capabilities at IYC-Valley View and IYC-Harrisburg. IYC-Harrisburg has these positions in their staffing plan. The intention is to move stabilized youths from intensive mental health treatment units to IYC-Valley View or IYC-Harrisburg. This will reduce the special needs caseloads at IYC-St. Charles and IYC-Warrenville and increase the potential level of service for TARS, Setlenhouse, and Reception and Classification-St. Charles.

As these youths reach the end of their institutional stay, special placements and services must be provided during their parole. In 1986, we plan to continue to increase our efforts in these areas. In addition to requested funds, special efforts are being made to identify additional funding sources for community placements.

TABLE 4-18

Expenditures

	<u>FY'83</u> (Actual)	<u>FY'84</u> (Actual)	<u>FY'85</u> (Estimated)	<u>FY'86</u> (Requested)
General Revenue	\$259,000	\$502,000	\$754,300	\$691,800
SORP Grant		\$207,000		

It is hoped that through providing appropriate security and services to those youths requiring them, we can meet our mission of providing public safety consistent with the welfare of the youth.

D. Future Directions

A major goal of the Juvenile Division is to increase the level of humane program services provided to youth while maintaining the progress made in security and operations. This goal needs to be met while handling

the problems brought forth by an older, more sophisticated and violent population which is experiencing a longer length of sentence.

Capital Development improvements are scheduled to start in the Juvenile Division during FY'86 which will have a positive impact. The building of a medical unit at IYC-St. Charles, the development of a new school and conversion of the old school back to a residential hall at IYC-Joliet, and the continued conversion of old buildings to viable residential use at IYC-Harrisburg will help alleviate the pending population issues. These actions will add much needed beds and additional programming possibilities to the Juvenile Division.

In anticipation of continuing efforts to enhance the humane aspects of the Juvenile Division Services, efforts will be made to single cell all youth and alleviate the double-bunking currently required at some facilities.

An important element in this is effective population management. Utilizing Juvenile Field Services Special Needs Unit, the Juvenile Division will reduce the number of youths with placement-oriented problems remaining as residents in Illinois Youth Centers past the time they are considered to be parole eligible. Likewise increased efforts will be made to develop an information sharing system with DCFS in order to better identify those youth who are DCFS wards, thereby freeing funds used for alternative placements which might benefit youth remaining in a juvenile facility who are also awaiting special placement. Continued efforts will also be made toward identifying additional sources of funding for the special needs of youth in the community.

Due to the type of youth received by IDOC, an increased effort will be made to move toward more vocational training and on-the-job training in anticipation of providing these youth with marketable skills upon their release from the Juvenile Division. In addition, efforts are planned to increase program participation of youth on AA or parole.

The Juvenile Division will continue to progress toward upgrading mental health and physical well-being opportunities available to residents. The Juvenile Division plans to continue to explore the possibilities of a joint endeavor between the Department of Mental Health and the Department of Corrections to open a facility to deal with youth with aggressive mental health problems or to open a facility operated by the Juvenile Division much like Menard Psychiatric Center which is now operated by the Adult Division. This type of endeavor would reduce the need to refer youth to treatment facilities outside IDOC. In addition, efforts will be made to improve educational/vocational opportunities for residents.

Finally, the Juvenile Division will continue to develop comprehensive policies to standardize operations throughout. At the forefront of this effort will be the development of a statewide transportation plan centered around an enhanced Statewide Transportation Unit. Adherence to and review of the Administrative Directive System will be demonstrated by improved results in Operation and Program Audits. By the end of Fiscal Year 1986, all Illinois Youth Centers and Juvenile Field Services will be fully accredited by the Commission on Accreditation for Corrections.

TABLE 4-19

JUVENILE DIVISION POPULATION OVERVIEW

	FACILITIES			
	<u>FY'82</u>	<u>FY'83</u>	<u>FY'84</u>	<u>*FY85</u>
<u>ADMISSIONS TO FACILITIES</u>				
New Delinquent	1,094	938	700	626
New Felon	26	45	66	56
Parole Violators	259	283	220	215
Recommitments/Other		102	301	255
TOTAL	1,379	1,368	1,287	1,152
<u>EXITS FROM FACILITIES</u>				
Parole		1,109	834	960
Discharge	N/A	172	179	201
Other		64	122	105
TOTAL	944	1,345	1,137	1,266
<u>AVERAGE POPULATION</u>				
In-House	1,169	1,123	1,115	1,144
EA/AA	77	100	176	200
AP/ACS	69	51	45	43
TOTAL	1,315	1,274	1,336	1,387
<u>CAPACITY</u>	1,249	1,249	1,165	1,250
<u>PAROLE RATE</u>	82%	71%	72%	66%

FIELD SERVICES

<u>ADMISSIONS TO FIELD SERVICES</u>				
Paroled to Field Supervision		1,109	834	960
Transferred in from Another State	N/A	39	27	47
Other		76	52	57
TOTAL		1,224	913	1,064
<u>EXITS FROM FIELD SERVICES</u>				
Discharged Favorable		533	459	402
Discharged to Adult	N/A	237	204	195
Discharged Other		85	163	148
Returned Parole Violators		283	220	215
TOTAL		1,138	1,046	960
<u>AVERAGE POPULATION</u>	1,158	1,105	963	978

*FY'85 figures reflect information available as of 2/28/85 or annualized.

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TABLE 4-20

Juvenile Institution Profile

	FY 82		FY 83		FY 84		FY 85*	
<u>RACE</u>	<u>Actual</u>	<u>%</u>	<u>Actual</u>	<u>%</u>	<u>Actual</u>	<u>%</u>	<u>Actual</u>	<u>%</u>
White	474	(33.8)	422	(30.9)	443	(29.2)	424	(28.6)
Black	814	(58.0)	813	(59.6)	929	(61.3)	920	(62.2)
Hispanic	109	(07.8)	118	(8.6)	131	(8.6)	128	(8.4)
American Asian	1	(0.1)	1	(0.1)	1	(0.1)	0	(0.1)
American Indian	4	(0.3)	9	(0.6)	12	(0.8)	12	(0.8)
Other	2	(0.1)	1	(0.1)			0	(0.0)
Missing			0	(0)			0	(0.0)
<u>AGE</u>								
13	13	(0.9)	13	(1.0)	28	(1.8)	14	(0.9)
14	89	(6.3)	90	(6.6)	84	(5.5)	76	(5.1)
15	237	(16.9)	224	(16.4)	231	(15.2)	210	(14.2)
16	453	(32.3)	440	(32.2)	448	(29.6)	415	(25.0)
17	378	(26.9)	373	(27.3)	449	(29.6)	448	(30.2)
18	145	(10.3)	137	(10.0)	180	(11.9)	200	(13.5)
19	54	(03.8)	57	(4.2)	61	(4.0)	83	(5.6)
20	28	(2.0)	28	(2.1)	34	(2.2)	32	(2.2)
21	2	(2.2)	0	(0.0)	0	(0.0)	0	(0.0)
Missing	3	(0.2)	2	(0.1)	1	(0.1)	1	(0.0)
<u>COMMITTING COUNTY</u>								
Cook	938	(66.8)	914	(67.0)	994	(65.6)	945	(63.8)
Downstate	466	(33.2)	450	(33.0)	522	(34.4)	536	(36.2)
Missing			0		0			
<u>OFFENSE CLASS</u>								
Murder	49	(3.5)	56	(4.1)	58	(3.8)	55	(3.7)
Class X	247	(17.6)	258	(18.9)	245	(16.2)	226	(15.3)
Class 1	42	(3.0)	140	(10.3)	233	(15.4)	240	(16.2)
Class 2	423	(30.1)	384	(28.2)	400	(26.4)	365	(24.6)
Class 3	143	(10.2)	153	(11.2)	184	(12.1)	192	(13.0)
Class 4	28	(2.0)	22	(1.6)	22	(1.4)	21	(1.4)
Class A	189	(13.5)	252	(18.4)	284	(18.7)	307	(20.7)
Class B	4	(0.3)	5	(0.4)	8	(0.5)	7	(0.5)
Class C	5	(0.4)	5	(0.4)	5	(0.3)	5	(0.3)
Other	274	(19.5)	6	(0.4)	8	(0.5)	4	(0.3)
Missing			83	(6.1)	69	(4.5)	59	(4.0)
<u>SEX</u>								
Male	1,332	(94.9)	1,287	(94.4)	1,427	(94.1)	1,380	(93.8)
Female	72	(5.1)	77	(5.6)	89	(5.9)	92	(6.2)
<u>OFFENSE CODE</u>								
Court Eval.	41	(2.9)	40	(2.9)	102	(6.7)	98	(6.6)
Delinquent	1,277	(91.0)	1,208	(88.0)	1,239	(81.7)	1,210	(81.7)
Felon	79	(5.6)	113	(8.2)	161	(10.6)	160	(10.8)
Hab. Criminal	5	(0.3)	11	(0.8)	13	(0.9)	12	(0.8)
Misdemeanant	2	(0.1)	1	(0.0)	1	(0.1)	1	(0.0)
	1	(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.

*FY'85 figures reflect information available as of December 31, 1984

Chapter 5

Administration

CHAPTER 5

ADMINISTRATION

A. PROGRAM DESCRIPTION

1. 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."

2. 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. Figure 5-1 shows the organizational structure of these services.

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

3. 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; coordinates the repair, maintenance, and construction of Department capital projects; maintains and develops automated word processing and information system for

the efficient collection, storage, and distribution of data useful for management analysis; and develops and conducts 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

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) Employee Services
- (3) Health Care Services
- (4) Inmate Issues
- (5) Legal Issues
- (6) Policy and Directives
- (7) Records Office
- (8) School District #428
- (9) Training Academy

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 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

4. MAJOR ACCOMPLISHMENTS FOR FISCAL YEAR 1985

a. Director's Support Staff

Accreditation and Standards

A major accomplishment of IDOC during Fiscal Year 1985 was the accreditation of Stateville Correctional Center. In 1977, Stateville was described as the worst maximum security prison in the nation. This year's accreditation is considered one of the major achievements of the Department. During Fiscal Year 1985, the Pontiac Correctional Center will be accredited. In addition, the Lincoln and Jacksonville Correctional Centers have initiated correspondence leading to accreditation.

b. Bureau of Administration and Planning

The activities of planning and research have been coordinated with budget and expenditure monitoring efforts through the reorganization of the Bureau of Administration and Planning on June 1, 1984. This action coordinated planning, budgeting, and data processing support, under one organizational structure. This reorganization will improve information flow and lead to more in depth problem analysis.

Planning and Budget

A population projection model was developed for the adult population. It is a monte-carlo simulation model developed jointly with the National Council on Crime and Delinquency (NCCD). It provides a monthly projection by males and females of the adult population for a ten-year period. As of the end of March, 1985, the actual population was 17,413, 86 more than the projected population of 17,327. By the end of Fiscal Year 1985, the population is projected to be 17,672, and 18,704 by the end of Fiscal Year 1986.

Development of this population projection model has also been used to meet the mandates of the Correctional Budget and Impact Note Act which became effective January 1, 1984. It requires the Illinois Department of Corrections to provide a reliable estimate of the probable impact of legislation which could impact the Department's population and budget.

Reimbursement in the amount of \$178,255 was secured through a federal "State Reimbursement Program for Incarcerated Mariel-Cubans." This assistance program sought to defray financial burdens in the incarceration of Cubans permitted to enter the United States during the 1980 boatlifts leaving the port of Mariel. These funds have been deposited in the General Revenue Fund.

Capital Programs

The Capital Programs Unit has overseen the renovation and construction of facilities which will increase capacity by 2,328 beds in Fiscal Year 1985. An additional 114 beds will be added at community centers, and contractual bedspace will be reduced by 42 beds. Construction of two 500 bed minimum security facilities, Jacksonville and Lincoln Correctional

Centers, were brought on-line less than one year from the date of appropriation.

TABLE 5-1

	<u>FY'84 Actual</u>	<u>FY'85 Planned</u>	<u>FY'86 Planned</u>
Capacity Change	2,291	2,400	1,339

Information Services

Collectively the department has worked on identification of data needs, culminating in efforts toward redesign of offender and fiscal automated data bases. A data dictionary for the offender system was revised and distributed. Plans to implement word processing systems at all adult and two juvenile facilities have been initiated. These initiatives are discussed in more detail in the "Program Analysis" section.

c. Bureau of Employee and Inmate Issues

Training Academy

The Training Academy continues to meet the needs of expanding facilities with the training of new staff. Approximately 2,000 preservice correctional officer trainees will be trained in Fiscal Year 1985; an increase of 25% over Fiscal Year 1984. In-service training for staff has been expanded by 20%, with 3,000 staff to receive training in Fiscal Year 1985.

TABLE 5-2

	<u>FY'84 Actual</u>	<u>FY'85 Planned</u>
Pre-service Correctional Officer Trainees	1,528	1,910
Other Trainees	<u>2,505</u>	<u>3,012</u>
Total Trainees	4,033	4,922

In addition to the increased number of staff receiving training, the Training Academy has worked to meet the changing needs of the Department. For example, the pre-service correctional officer training program was renamed pre-service security training to reflect a program modification. Now youth supervisors from the Juvenile Division receive security training along side security staff being trained for Adult Institutions. The unique training needs of each group are maintained through scheduling of specific training at the same time, but by breaking up into two groups, i.e., adult and juvenile.

Thirteen new training modules have been developed in response to the needs of the Department. For pre-service trainees, now all correctional officers and youth supervisors graduate with the American Red Cross First Aid Certificate. Specialized training programs have been developed around local and statewide response teams to inmate escapes, hostage negotiations, advanced weapons training for escorting writs, sniper training for tactical units, crisis intervention, food supervisor training, middle management training, inmate management, and training for certification as a training manager.

Health Care Services

Working with the Adult and Juvenile Divisions, a system of emergency response drills have been established in order to better prepare staff to respond to any emergency. A basic quality assurance program has been implemented at each adult and juvenile facility to ensure basic levels of care. Technical review and assistance have been provided in the implementation of a new food service production and service center at Lincoln and Logan Correctional Centers, initiation of training for food service personnel, and development of criteria and procedures for placement in the Special Needs program at Dixon.

Affirmative Action

Efforts continue to reduce underutilization of the protected class groups i.e., minorities and women, via structured and viable programs. Program offerings are geared towards the orientation of women within the correctional work environment and professional behavior of new employees.

Employee Services

New contracts were concluded with AFSCME for the RC62 and RC63 Bargaining Units, and the Illinois Nurses Association. Labor Relations provided training on the new contracts and technical assistance to local facility managers in negotiating supplemental agreements. A total of 1,351 third level grievances were heard; a 16% increase over the prior year.

Policy and Directives

On January 31, 1985, the administrative regulations governing departmental policies were replaced with new codified Department Rules. In accordance with the new rules, new directives were developed, and others revised. Training was provided on these changes to audit and training liaisons.

School District #428

In Fiscal Year 1985, academic and vocational programs were established at three adult correctional centers, Dixon, Jacksonville, and Lincoln; and four adult work camps, Dixon Springs, Hardin County, Hanna City, and East Moline. Academic and vocational programs were expanded at four adult correctional centers, Sheridan, East Moline, Centralia, and

Graham; and three juvenile facilities, Harrisburg, Pere Marquette, and Warrenville. As a result of these efforts, a 50% increase in the number of enrolled in all programs is anticipated.

TABLE 5-3

	FY'84 <u>Actual</u>	FY'85 <u>Estimated</u>
Number of Enrolled in all Programs	16,332	24,470

Special attention has been given to the development of a unique school district program tailored to meet specific needs of inmates to be placed in the Special Needs Unit at Dixon. This program will teach basic education and life survival skills, and will initiate a special vocational program by operating a dry cleaning plant for institutional use. At IYC-Harrisburg, cooperative work training programs have been expanded and a system to develop individual career plans for students has been implemented.

The School District has established job service positions, in accordance with the Illinois Job Service Program, at all adult correctional centers. The counselors work with residents who are within 90 days of release, and teach job acquisition skills and perform career counseling as well as the traditional job referral service. This program works in coordination with four specialized Job Service counselors in the Chicago metropolitan area who work only with offenders upon release.

The School District also expanded its participation in the JTPA program. This program provides state-of-the-art training to instructors by private industry, ensuring that skills taught to inmates are the latest available and, therefore, highly marketable. To date, 13 private firms are participating in 10 training areas.

Advocacy Services

The Advocacy Services successfully resolved 89% of the 4,140 complaints received, and referred 11% to other agencies. Staff monitored all lockdowns for security searches.

Inmate Issues

The Office of Inmate Issues established a Central Publication and Review Committee to assist local committees in the review of publications requested by inmates. Staff provided 12 training sessions on repeat findings on review of disciplinary findings.

Record Office

The Record Office has greatly assisted in setting up the Record Office, as well as Field Services and Bureau of Identification for three new adult institutions. With the enactment of the Freedom of Information Act in 1984, they have responded to 62 requests for information.

Legal Issues

Litigation against the Department continues, but unlike 35 other states, where the federal courts are playing a role in the operation of their correctional departments, Illinois is running its own prison system. In the past year, the Department has been involved in two major cases:

HANRAHAN vs. LANE, 82 C 2982, U.S. District Court, Northern District of Illinois. This class action comprising all present and future inmates of the State's oldest maximum security prison in Joliet, Illinois alleged unconstitutional living conditions including overcrowding, failure to provide adequate protection, inadequate dietary and medical facilities and inadequate plumbing and water supply. In a decision of major significance, the U.S. District Court Judge Leighton ruled in favor of the Department of Corrections officials and found that the facility's conditions did not violate the eighth amendment, nor was the practice of double celling violative of the U.S. Constitution. The Court held that while gangs exist, as does criminal activity within the prison, Corrections officials were taking reasonable steps to control inmate behavior and provide adequate security to the inmate population.

DAVIS vs. LANE, 83 C 0524, U.S. District Court, Northern District of Illinois. Plaintiff, an inmate at the Stateville Correctional Center, was shot on December 10, 1982, this incident came about as a result of requests by several Correctional Officers that plaintiff and his cellmates leave their cells in order for a search to be conducted. Plaintiff and a Correctional Lieutenant became engaged in a physical altercation on the gallery. After the warning shot was fired, plaintiff Davis ran to the stairwell and the tower officer observed plaintiff moving his hand in a downward fashion and observed a shining object in his hand which he assumed to be a shank. He, therefore, shot the inmate. No permanent injuries as a result of the shooting were alleged. Plaintiff claims that he had no shank in his possession and that the force used was excessive. He also contends that the officers engaged in a conspiracy to deprive him of his rights. After a trial in December, 1984, the jury returned a verdict in favor of the defendants.

d. Bureau of Inspections and Audits

Internal Operations and Program Audit

The Internal Operations and Program Audit Unit continues to expand services with the expansion of facilities. They have moved from mere compliance auditing, to auditing operational procedures and special areas of concern of the Director and executive staff. Through staff training, they have developed a formalized internal audit structure at all facilities.

Of special note is recent correspondence from Central Management Services (CMS) commenting on their audits which resulted in the cleanup of service connected injury claims.

Canine

The Canine Unit continues to assist departmental administrators in maintaining safe and secure facilities by conducting frequent and unannounced canine searches for contraband throughout the system. To date, 464 canine searches have been completed, with 41% resulting in contraband found. For Fiscal Year 1984, 811 searches were conducted with 33% resulting in contraband found.

Staff continue to assist the Department's Training Academy in providing training to institutional S.E.R.T. teams in the procedures for tracking and apprehending escapees. They also work jointly with the Training Academy in providing tactical unit training for tactical teams located at all adult institutions.

Internal Investigations

The Internal Investigations Unit continues to investigate and pursue prosecutions for serious criminal incidents occurring at all institutions throughout the state. It also investigates all special areas of concern to the Director and the executive staff. This unit has recently initiated a program through the use of confidential informants in a proactive capacity whereby criminal intelligence is gathered to combat and/or eliminate criminal activity prior to it occurring.

Staff continue to be directly involved in the formulation and presentation of 40-hour Investigator Training Course offered by the Training Academy. A review of the institutional investigation reports indicate improvements in the report format and in the quality of the investigation. A "Shoot Team" was formed to provide in-depth investigation of incidents involving the injury and/or death of any person in the Department where such injury was received as a result of weapon's discharge, accidentally or intentionally.

Detention Standards

The Detention Standards Unit continues its statutory responsibility by inspecting 284 municipal jails, 97 county jails, and 13 county juvenile detention centers. Consultation services are provided for making studies and surveys of the programs and administration of correctional facilities at the county and municipal levels.

Staff continue to monitor contractual placement of DOC sentenced inmates in county jails. To date, 583 inmates have been placed in county jails; 327 in fiscal year 1984 and 256 through March 1985. Due to increased prison capacity, contractual beds for males have been phased out. Staff continue to monitor contractual placements for up to 45 adult females.

5. OBJECTIVES FOR FISCAL YEAR 1986

In Fiscal Year 1986, efforts continue to meet the needs of a growing agency, and to upgrade specific operations through review and analysis of the data needs of the Department. Currently the Department's information requirements far exceed what is available. The demand for

accurate, complete and timely data is increasing. Such data analysis is necessary for planning, budgeting, and managing of population and resources. By necessity, the Department must upgrade our automated information systems. In Fiscal Year 1986, \$4,468,500 will be spent to develop major systems: Offender, Budgetary Accounting, Trust Fund, and Inventory Control. These major improvements will assist in improving information and accountability. (These efforts are discussed in more detail in the problem analysis.)

Population Planning

Due to the adult population projection model, the Department was able to distribute the population by month for each institution. This initiative allowed staff to formulate policy on how the population should be distributed to reduce pressures at maximum security institutions and reduce double celling where possible. This positive experience has focused the need for a similar management capability for the juvenile population. Planning and Budget staff have begun working with the Juvenile Division to formulate data needs.

Continue Efforts to Maintain Physical Facilities

In 1979, the Capital Development Board made a survey of the physical structures of 10 adult facilities - Joliet, Menard, Pontiac, Stateville, Menard Psychiatric, Logan, Sheridan, Vandalia, Vienna and Dwight. Results of the survey indicated a need for various repairs and maintenance projects totaling some \$204.2 millions.

Due to the high priority of new construction since 1979, only \$15.7 million has been appropriated toward completing projects identified in this survey. In the Fiscal Year 1986 budget request, \$13.2 million in Capital Development Bond funds is being requested for the most critical and urgent of these projects.

Telecommunications

In an effort toward improved operations and reduced costs, the Department will develop service capabilities for repair and maintenance of departmental electronic equipment, including 2-way radio equipment and master antenna and cable television systems. At the present time, 2-way radio maintenance contracts cost the agency \$250,000 per annum. Extra work maintenance costs another \$50,000 and the MATV and CCTV expenses are about \$125,000. Our Fiscal Year 1986 budget request is based on an expected net annual savings of \$249,400 from this operation.

Under this plan, a service center would be established at Springfield, to serve the southern part of the state and another service would be established at the Joliet Correctional Center to serve the northern half of the state.

Moving in this direction, will allow the Department at some future time to further reduce telecommunication costs by training this staff to maintain the Department's voice system (ROLM).

Medical Services

Efforts will continue towards upgrading dietary and medical services. The Department will explore the concept of consolidating all medical services currently contracted within a given facility. This would include under one contract such items as hospital services, clinics, pharmacy services, laboratory services, radiology services and contractual staffing. Mental health services will be expanded with more programs for sex offenders and substance abusers.

Training

The Training Academy will expand the number of program offerings to meet the needs of the Department's commitment to training. The pre-service security training program will be expanded from five to six weeks to allow for training in CPR and self defense in order to meet accreditation standards. In-service training will be expanded to ensure staff receive 40-hour training. Specialized training programs will be established to aid staff in developing supervisory skills for improved management of time, resources, and the constituent population.

School District #428

The School District will expand the number of academic and vocational programs at new and expanding institutions in an effort to meet the educational and skill development needs of the population. These programs are as follows:

- ° Danville - For this new 900 bed adult institution, one academic and one vocational program will be provided for every 100 inmates. Academic programs will cover Adult Basic Education, G.E.D., and a contractual Special Education Program. Vocational programs tentatively planned are in the areas of Auto Diesel Mechanics, Data Entry, Electronics, Building Maintenance, Culinary Arts, Drafting, Horticulture, Heating and Air Conditioning.
- ° Dixon - Program expansion will include academic and vocational programming for the Special Needs Unit. Two additional vocational programs, Auto Mechanics and Food Services, will be provided for the general population.
- ° Dwight - Program expansion will include Adult Basic Education/G.E.D. and Food Services.
- ° Jacksonville - A Special Education program will be added to meet special education mandates.
- ° Lincoln - A Special Education program will be added to meet special education mandates.
- ° Logan - Program expansion will include Adult Basic Education/G.E.D. and Horticulture at the Hanna City Work Camp.

- ° Sheridan - As all current academic programs are filled to capacity, this program expansion will provide an instructor for an additional Adult Basic Education/G.E.D. class.
- ° Shawnee - A Special Education program will be added to meet special education mandates.
- ° IYC-Harrisburg - Program expansion will include five academic and vocational programs for the increasing population. Vocational programs will include Career Counseling, Auto Mechanics/Repair, and Basic Computer Awareness.
- ° IYC-Kankakee - With the closing of the Manteno Mental Health Center, services to youth at Kankakee in the sheltered workshop program will be provided by the school district.

Audits: Internal/Operations/Program

In addition to the annual audits of facilities and the field, the Fiscal Internal Audit Unit is moving forward with the development of an EDP audit program. The major thrust will be (1) computer assisted auditing, which will complement the work performed by fiscal audit staff and (2) audit of departmental EDP functions, with emphasis on Data Center review, application controls and system development review.

Detention Standards

The Detention Standards Unit will continue its statutory responsibility by inspecting 284 municipal jails, 97 county jails, and 13 county juvenile detention centers. Consultation services will be provided for making studies and surveys of the programs and administration of correctional facilities at the county and municipal levels. In addition, staff will monitor contractual placement of up to 45 adult female inmates in county jails to ensure its success and maintain levels of communication between the Department, the inmate, and the jail administrative staff.

B. PROGRAM ANALYSIS

Since 1977, almost a half billion dollars has been spent on an unprecedented expansion and modernization of the Illinois prison system. The General Assembly has appropriated \$452.1 million dollars for prison construction and renovation. The Department's budget has more than doubled and the number of employees has doubled. More than 99% of these increases have been to meet the day to day operating needs of our facilities, adult and juvenile, and of providing supervision of inmates in the community. The population we are providing services to have increased by nearly 50%, with a greater proportion, both adult and juvenile, being violent offenders with longer sentences. This rapid expansion of the Department has created a severe strain on General Office staff in all areas. Turnover experience for the first 10 months of Fiscal Year 1985 projects to a total annual rate of 24.4%, much higher than the Fiscal Years 1981 - 1984 rates.

TABLE 5-4

	FY'81	FY'82	FY'83	FY'84	FY'85
Turnover Rates					
General Office	12.2	14.0	12.0	18.0	24.4

During this period of rapid growth, the Administration Program area has managed to facilitate the needs of the Department:

- o population management
- o site selection, expansion of facilities, and facility planning
- o standardized directives and administrative rules
- o expansion and improved training
- o increased technical assistance for problem resolution
- o expansion of academic and vocational programs
- o compliance auditing for accreditation.

Continually staff have worked to initiate policy which is proactive - speaks to the solution and resolution of anticipated problems, rather than reactive. The difficulty has been and remains the need for accurate, timely, and complete data.

The Department's information needs have grown far beyond that which is available from its present information processing systems. The demand for accurate, complete and timely data is increasing because of the extraordinary growth of the agency in the past few years and the general demand from many sectors for additional information and increased accountability by Corrections.

Recognition of these data deficiencies led to establishment of a committee to scrutinize existing capabilities and to recommend priorities for system enhancement. Almost from the beginning, there was a consensus that inefficient software, plus hardware limitations required not merely an enhancement, but a total system redesign. Because of the magnitude of the problem the Department contracted with an independent consultant to review our information needs and make recommendations

An information needs study of the Department has resulted in a plan which will develop, replace or enhance 28 systems over a five-year period. This plan, when completed, will improve the quality of information at the Department, improve operations within the Department, and increase management's financial control of the Department. The estimated cost of these improvements are over \$10 million for systems development alone for the five-year period. Additional costs include hardware upgrade and facility improvements. In addition to the electronic data processing costs detailed below, ten additional staff are needed for this expansion at a total cost of \$300.0 for personal services, retirement and social security.

TABLE 5-5

Expansion Request

EDP Contractual Services	
Trust Fund	600.0
Budgetary Accounting	850.0
Offender System	2,568.5
Sub-Total	\$4,018.5
EDP Equipment	
3 year lease/purchase on new main frame	270.0
3 year lease/purchase on peripherals and software	180.0
Sub-Total	450.0
TOTAL	\$4,468.5

The first priorities for the offender system are to upgrade the hardware and to develop and install the following systems: offender tracking, population/capacity management, program/assignment management, and disciplinary action tracking.

In the area of operations management, the first priority is to enhance and install the Keys and Lock Control system. This micro-based computer system would assist the correctional facilities in the monitoring and control of keys.

In the area of financial control, the Department currently relies upon manual processes and antiquated bookkeeping machines to perform its financial functions, budget processing, expenditure control and control and recording of offender finances. The top priority in this areas is to eliminate the reliance on the mechanical accounting machines which are no longer being manufactured, are expensive to have, and are difficult to repair or replace. To accomplish this, an automated Budgetary Accounting system is needed to track appropriations and expenditures, and to provide management with more timely, accurate, and meaningful information. Another priority in this area is to complete the installation of the automated Trust Fund system. Accomplishing this objective will not only eliminate the bookkeeping machines where the trust fund accounts are currently kept, but will also provide better control over trust accounts.

Another priority of the Department is to expand the use of word processing equipment. By November, 1985, our goal is to install office automation systems in each adult facility and in two juvenile facilities.

D.O.C. facilities who have this capacity have found it extremely beneficial for maintaining documents that need to be revised frequently and have used it for updating institutional directives, inmate rules and procedures, inmate payrolls, clinical services reports, lists of names, addresses and telephone numbers of employees, vendors and others having regular contracts with the facility.

A further goal of the Department is to relocate the Information Systems Unit to the Concordia Complex to provide for easier communication, better management and more coordination. \$485.6 has been included in the Fiscal Year 1986 budget request for this purpose. This amount includes funds for equipment, the building lease and relocation expenses.

These major improvements to the Department's information system will assist in improving information and accountability.

C. FUTURE DIRECTIONS

The Department will continue its efforts towards automation. Future plans will include a budget preparation, time-keeping, and inventory systems with additions to the offender tracking and budgetary accounting systems.

The upgrade and maintenance of facilities will continue in order to ensure the Department has adequate space to incarcerate those persons committed to our custody. Special attention will be given to the areas of adult females, and juvenile populations.

Staff will continue to strive towards enhancement of the daily operations through monitoring compliance with Administrative Rules and directives. Accreditation, as well as fiscal and management responsibility, will be the focus. Training programs will be provided to facilitate the accomplishment of department mission, goals, and objectives.

Appendix A

Public 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.