



Meritorious Good Time Program Findings and Recommendations

13 August 2010



Table of Contents

- Background
- Findings & Recommendations
- Current & Future Processes
- Policy Impacts & Risks
- Next Steps & Implementation
- Appendix
 - Findings & Recommendations
 - Benchmarking
 - Current & Future Processes
 - Process Mapping

BACKGROUND

Our Understanding

IDOC is seeking a new process to manage the MGT program

Background

The Illinois Department of Corrections (DOC) has approximately 46,000 inmates (93.8% male) in custody, 33,000 (89.4% male) parolees under supervision, 11,000 employees and 28 Correctional Centers.

The Meritorious Good Time (MGT) program is an early prisoner release program. In January 2010, the General Assembly rewrote portions of the MGT law, which Governor Quinn signed. In addition, the Governor has directed a complete review and reassessment of the MGT award process to ensure that public safety is protected and MGT is earned by offenders. The Department of Corrections (DOC) now needs to develop new processes that comply with that law. Until they do this, all MGT-based early releases have been stopped. As a result, people are being incarcerated longer at mounting cost to the State. The DOC would like to obtain the following deliverables from the working group.

- Current State Documentation of the processes and controls
- Findings and Recommendations report

Key Stated Objectives include

- Ensuring the public safety
- Providing incentives for both good behavior and to begin early in rehabilitation
- Providing a sensible approach to corrections consistent with state government policy as defined by the Governor and Legislature
- Developing accurate and cost effective programs to implement these objectives

Major Changes in new regulation/emerging policy

- Minimum 61 days stay
- Minimum 14 days notice period prior to release required
- Award must be earned (no presumption of award)
- Individual determination
- Award will be provisional

FINDINGS & RECOMMENDATIONS

High Level Observations from facilities visits and interviews

During our facility visits and interviews, we made some observations

General Observations

- IDOC processes tremendous number of inmates and ensures public safety despite its limited resources
- Processing is cumbersome and delayed due to an old computer system requiring manual intervention and long processing times
- The IDOC processes are structured to mitigate risks of releasing
- Staff demonstrate a high level of expertise borne out of significant experience
- Staff are hard working and dedicated

Challenges

- There are risks of breakdowns at several steps in the process. These risks can be magnified if workload is increased and resources or approach to work are not revisited
- The suspended MGT process was time consuming and relied heavily on manual calculations conducted by a few staff members
- Incomplete or late arrival of inmate documentation requires significant manual effort to complete the data requirements
- Each time an inmate is moved from one facility to another, the Department spends limited resources as each receiving facility repeats activities performed by the previous holding facility (i.e., recalculating sentences manually from the beginning despite prior calculations)
- An outmoded and inefficient computer system severely hinders the MGT award process and makes verification of award process difficult
- Lack of universal system and e-mail access limits staff flexibility and effectiveness when following up to obtain inputs to complete master file documentation
- MGT award processes were not standardized across facilities

Recommendations

Future efforts should focus on enhancing IT infrastructure to better support the MGT Policy

Main principles of emerging IDOC policy	Open issues	Resolution of Open Issue	Recommendations
Required minimum 61 days stay	<ul style="list-style-type: none"> • Transferees usually arrive with incomplete documentation making sentence calculations difficult until additional documentation is received • Extensive follow up is required by R&C and parent facility to complete file 	<p>Short-Term:</p> <ul style="list-style-type: none"> • IDOC will continue to receive documentation as it has in the past <p>Long-Term:</p> <ul style="list-style-type: none"> • IDOC can encourage the counties to provide full information and increase electronic transmittal where possible 	<p>Short-Term:</p> <ul style="list-style-type: none"> • Strictly enforce documentation deadlines <p>Long-Term:</p> <ul style="list-style-type: none"> • Develop electronic link between IDOC and counties to facilitate information sharing
Award must be earned. Approval is based on Award Determination Factors	<ul style="list-style-type: none"> • Practicality and fairness of eligibility criteria and determination factors 	<p>Short-Term:</p> <ul style="list-style-type: none"> • Wardens considered eligibility criteria acceptable • Criteria has changed slightly to adjust for the availability of data <p>Long-Term:</p> <ul style="list-style-type: none"> • Experience with the application of eligibility and determination can lead to adjustments if needed 	<p>Short-Term:</p> <ul style="list-style-type: none"> • Conduct further analysis to determine the impact of revised policy • Develop formal criteria checklist <p>Long-Term:</p> <ul style="list-style-type: none"> • Study trends resulting from the application of criteria
Case by case individual determination	<ul style="list-style-type: none"> • High volume of transactions may delay awards • The chain of approval requires that data be transmitted physically or electronically to make the assessments • Manual calculations introduce a risk of error • Staff turn over may limit available staff to do calculations 	<p>Short-Term:</p> <ul style="list-style-type: none"> • There is acceptance that paper-based research will need to be conducted by the counselors • Approvals will likely be paper-based initially <p>Long-Term:</p> <ul style="list-style-type: none"> • There will be increased usage of electronic data and methods of transmittal once IT systems are in place 	<p>Short-Term:</p> <ul style="list-style-type: none"> • Select a suitable evaluation window to limit the amount of file and data review for minor offenses • Consider expanding the number of people that can do the manual calculations • Provide a high degree of guidance to counselors to make determination and recommendations quickly • Revisit IT project to automate calculations <p>Long-Term:</p> <ul style="list-style-type: none"> • Design decision support system with built in business rules to assist in decision making • Calculation should be automated

Recommendations

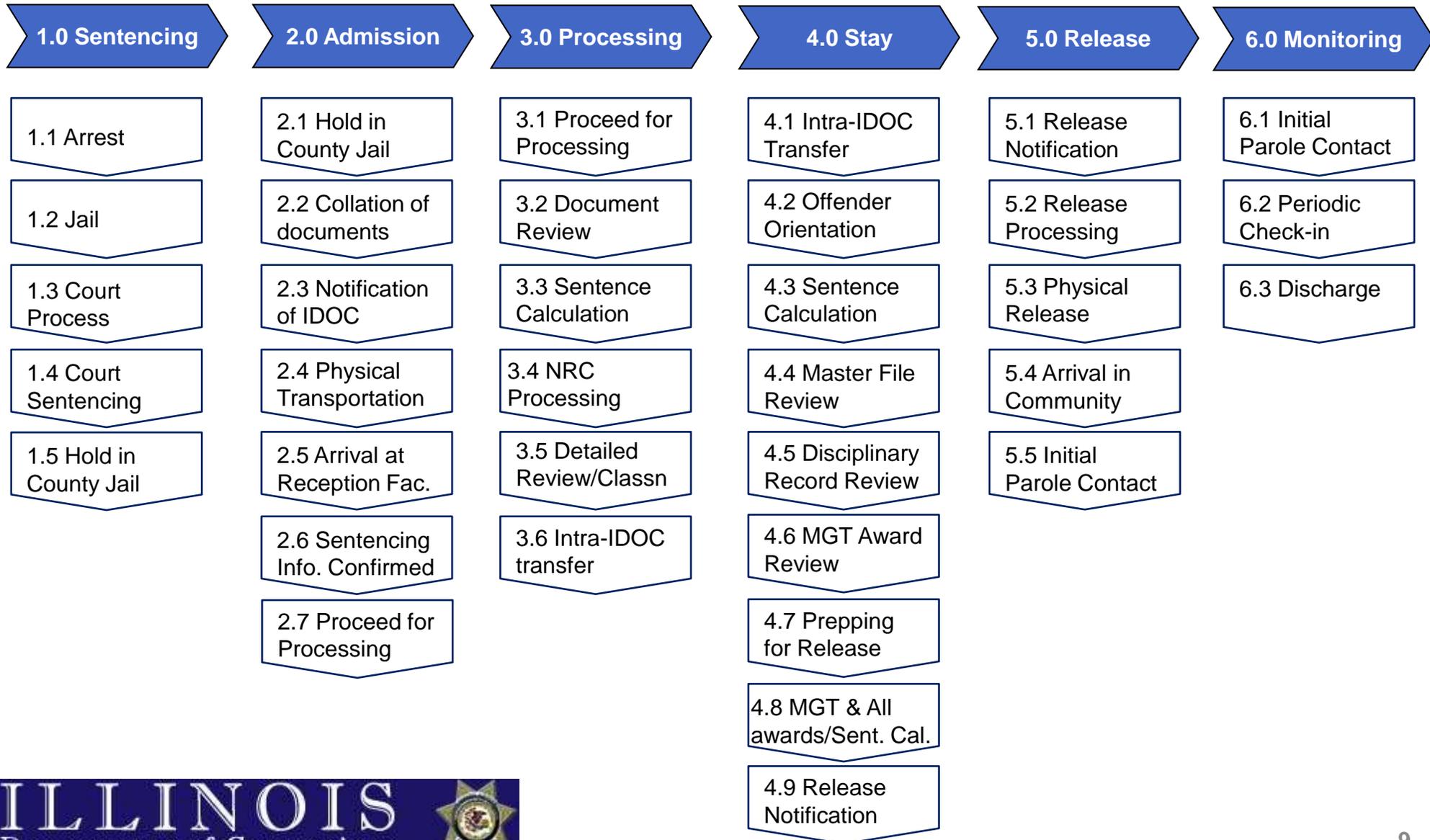
Future efforts should focus on enhancing IT infrastructure to better support the MGT Policy

Main principles of emerging IDOC policy	Open issues	Resolution of Open Issue	Recommendations
Minimum 14 days notice period prior to release	<ul style="list-style-type: none"> Possible release date changes within notification window Concern about “indeterminate host site” cases Extent of electronic or paper-based notification 	<p>Short-Term:</p> <ul style="list-style-type: none"> It is suggested that the review begin 12 months in advance to allow sufficient time for processing (i.e., calculations, review of documentation, etc.) Increase in the usage of electronic notifications 	<p>Short-Term:</p> <ul style="list-style-type: none"> Rolling forecast* should be used to make notifications to limit the risk of missing the notification window (rolling forecast example is documented in the appendix) Notifications should include a rolling forecast of inmates with not-yet-determined host sites. <p>Long-Term:</p> <ul style="list-style-type: none"> Provide on-line system access to counties to allow searches of inmates about to be released
Award is provisional	<ul style="list-style-type: none"> Award withdrawal governance Tracking of provisional award 	<p>Short-Term:</p> <ul style="list-style-type: none"> The Wardens would have the authority to stop the award process due to commission of disciplinary offenses to allow sufficient time for review by the Chief Public Safety Officer 	<ul style="list-style-type: none"> Increase access to data where necessary Ensure criteria is highly objective and that data needed is in the system AD and training should provide enough information to ensure a high level of standardization

CURRENT & FUTURE PROCESSES

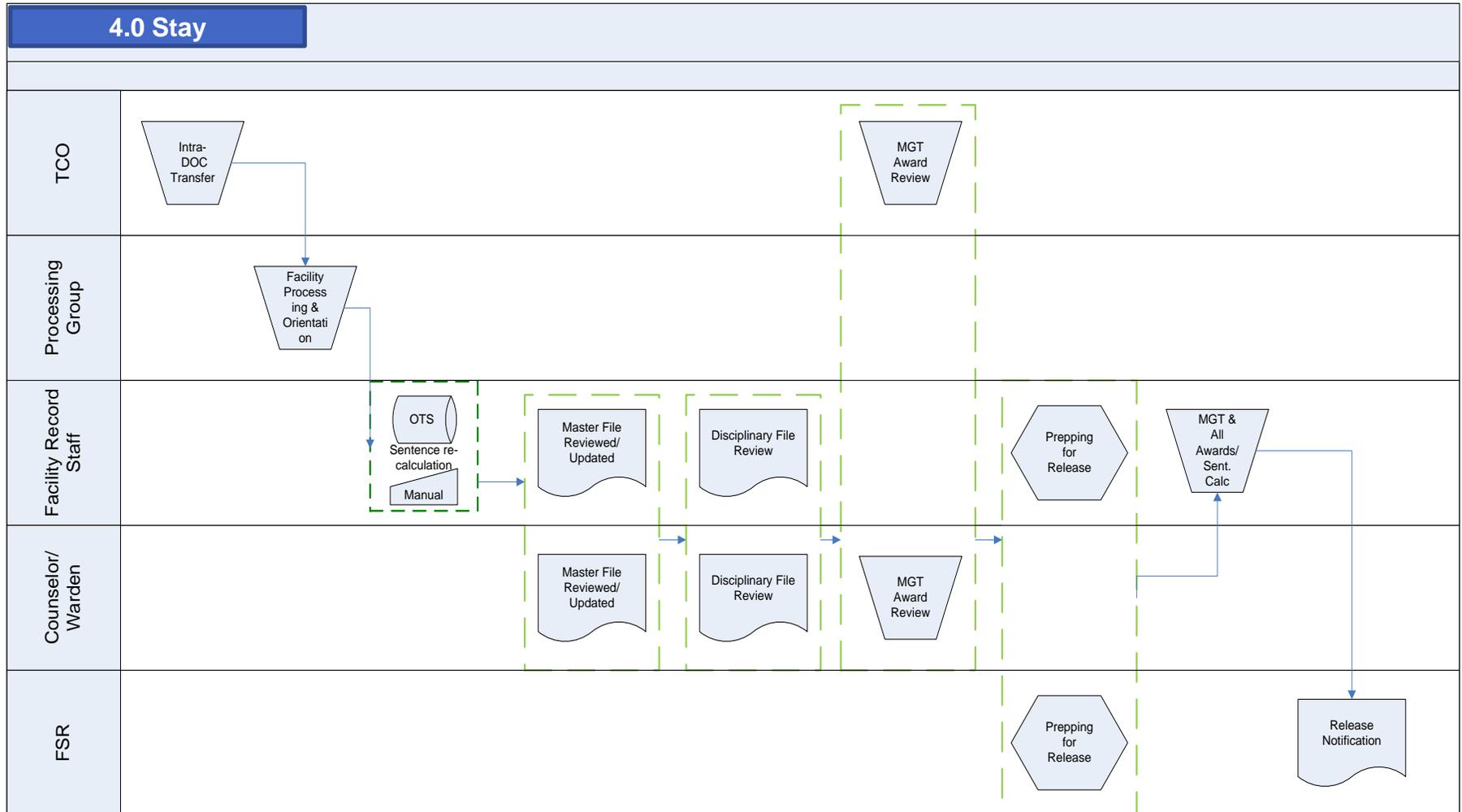
High level process

Stay and Release are impacted by the policy changes



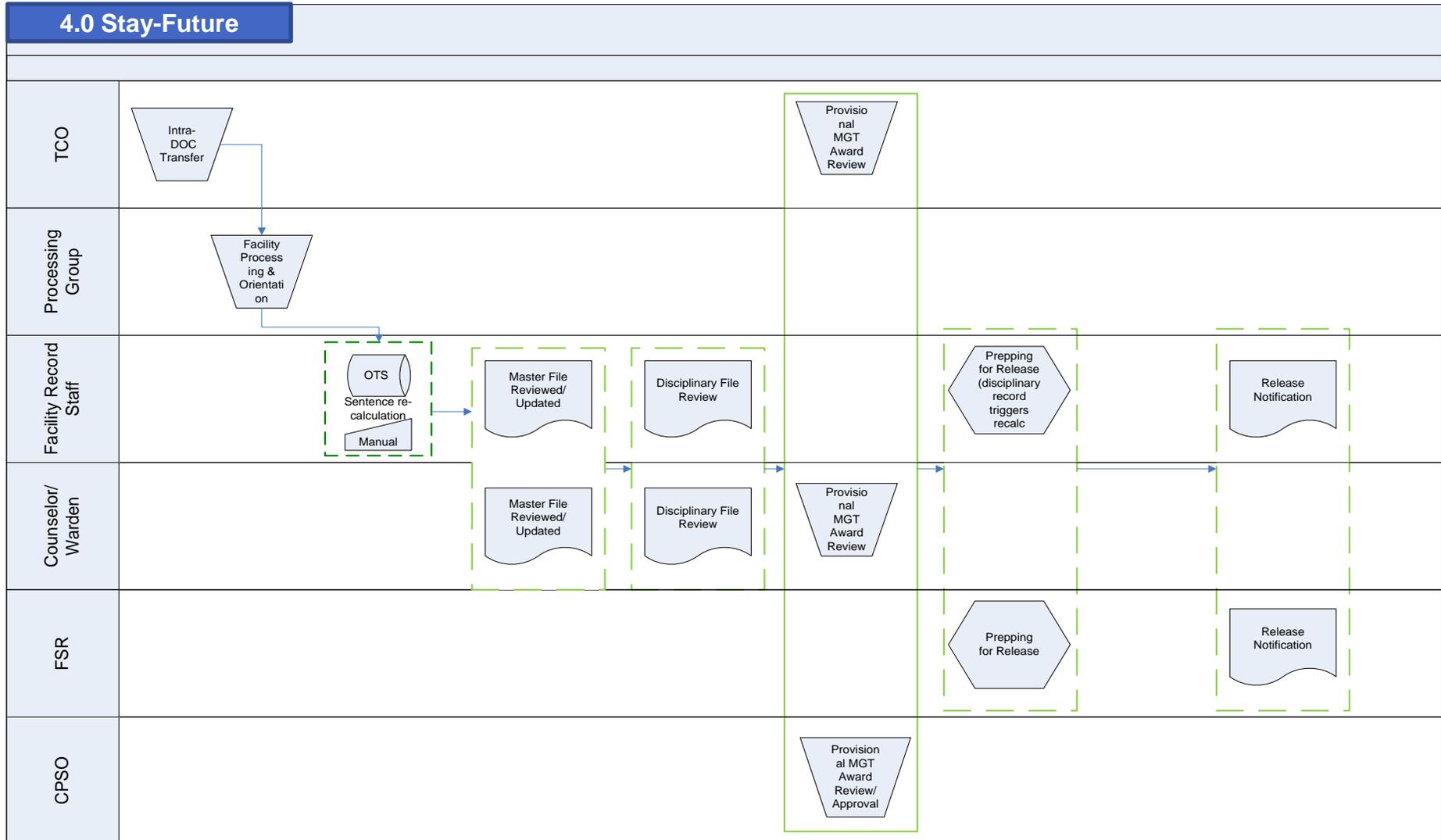
Stay

Limited IT support, and inconsistent MGT award process are some stay challenges



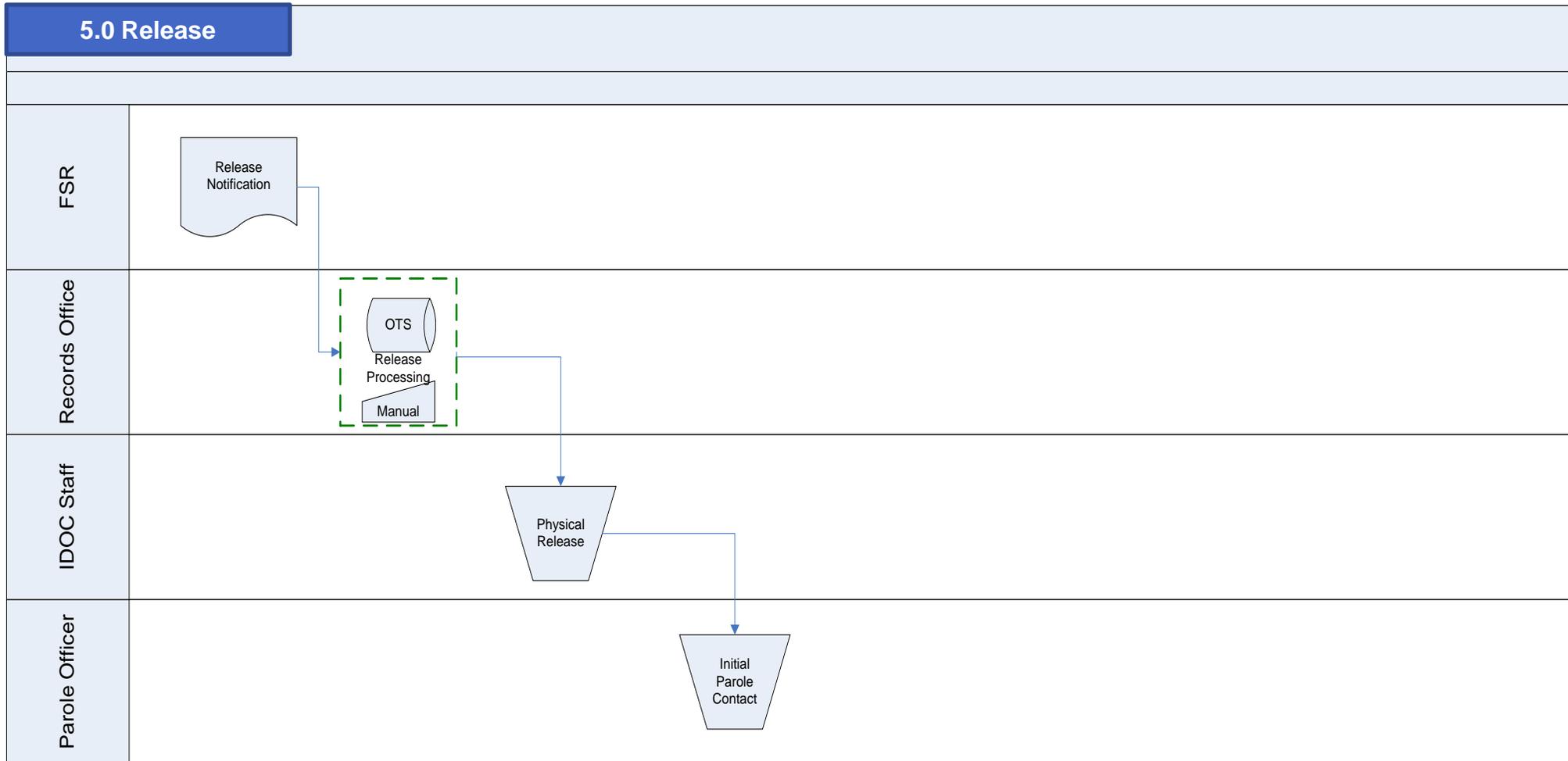
Stay-Future

Limited IT support will be a challenge during stay when the policy is re-introduced



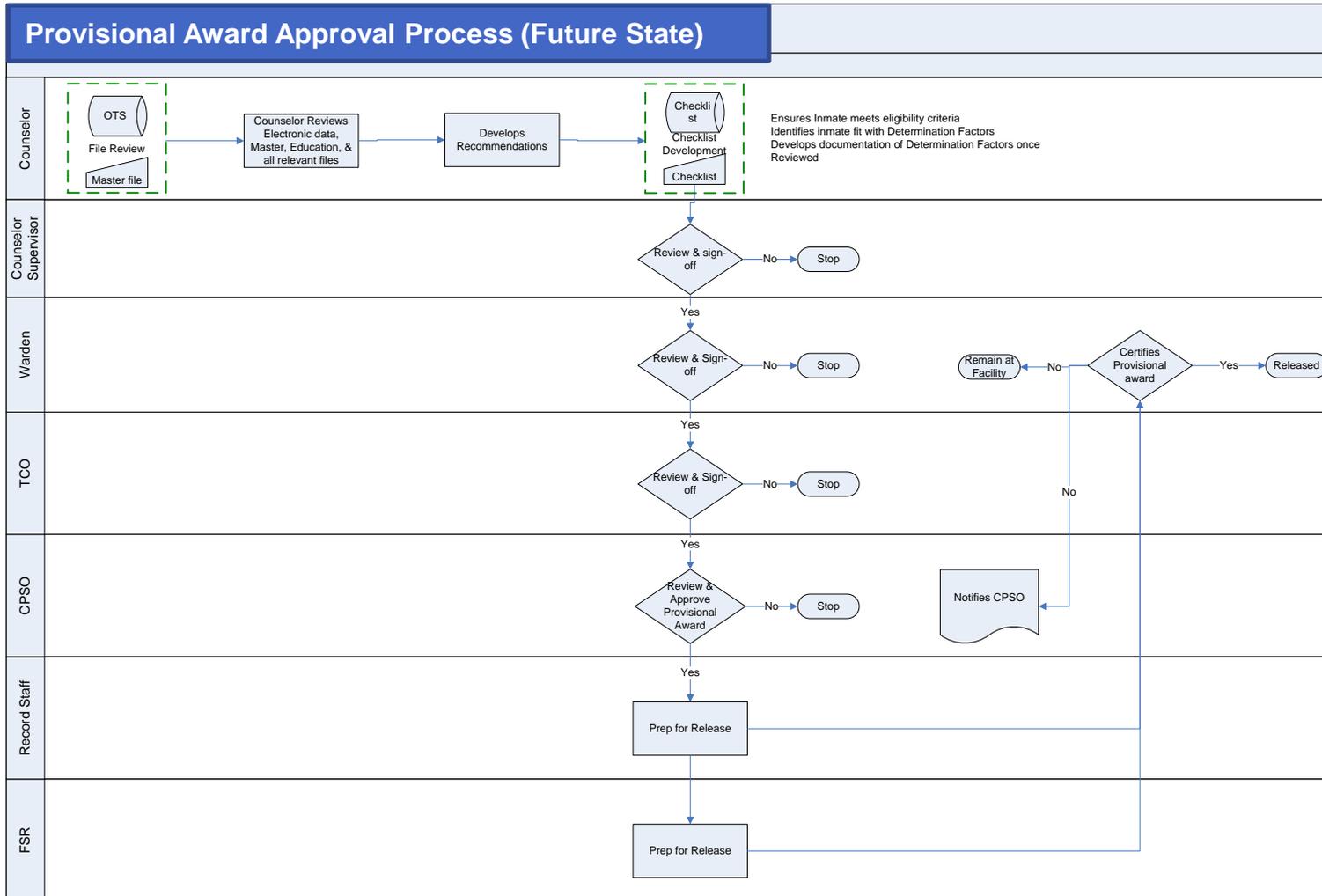
Release

Complying with the statutory minimum 14 days notice of release is a significant challenge for the IDOC



Provisional Award Approval Process (Future)

The new process shifts accountability for MGT award from the Transfer Coordinator's Office to the Chief Public Safety Officer

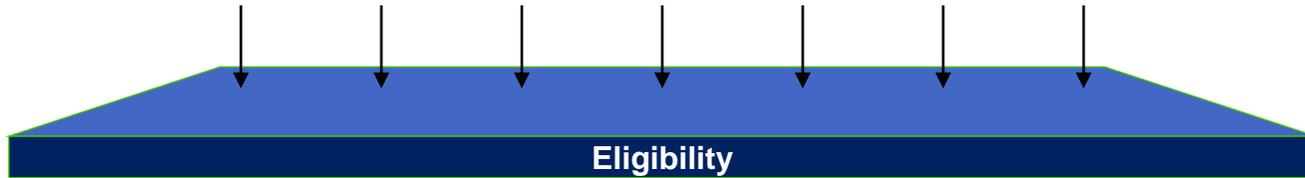


POLICY IMPACTS & RISKS

Potential Impact of Disciplinary Changes to MGT Policy

FY09 Total Exits (Based on Actual FY2009 Exits)

36,965 (100%) (a)



Eligibility

Statutorily Eligible for Meritorious Time Exits

24,172 (65%) (a)



Determination Factor

Impact of draft revised policy

18,089 (49%) (b)

Actual FY2009 Exits Data (a)

Not Eligible or received no time: 12,793 (35%)

- Technical Violators: 9,060 (25%)
- Statutorily Ineligible: 1,829 (5%)
- Received zero days: 1,904 (5%)

Based on behavior study of population (b)

Impact of proposed MGT Policy on population

- 6,083 (16%)—Violates new behavioral eligibility and determination factors at historical rates (100 level, 200 level and fighting occur at the historical rates)

a) Actual FY 2009 exits was used as the basis of this analysis

b) Illustrates the impact of inmates being held because they engaged in 100 level, 200 level or fighting violation. The data used was from the Final Disciplinary Tickets within First Year of Admission: MGT Eligible Prison Population on 2/28/10: Admitted between 7/1/08 and 12/31/08

Potential Impact of Disciplinary Changes to MGT Policy

Category	High Inmate Release-- Meet new behavioral eligibility and determination factors (100 level, 200 level and fighting do not occur)	Midpoint (calculated as the average of "High" and "Low")		Low Inmate Release-- Violates new behavioral eligibility and determination factors at historical rates (100 level, 200 level and fighting occur at the historical rates)	
		Estimate	Difference from "High Inmate Release"	Estimate	Difference from "High Inmate Release"
Qualified Exits	24,172	21,131	3,042	18,089	6,083
Beds (beds/year)	9,298	8,128	1,170	6,958	2,340
Days (days/year)	3,770,832	3,296,358	474,474	2,821,884	948,948
Full Cost savings (\$million/year) (Per capita cost of inmates \$24,899)	\$231.5	\$202.4	\$29.1	\$173.3	\$58.3
Marginal cost savings (\$million/year) (\$5,000 per inmate)	\$46.5	\$40.6	\$5.9	\$34.8	\$11.7
Capital Construction Cost savings (Cost of building an add on to an existing facility, an additional "X House") (\$40,000 per inmate)	\$371.9m	\$325m	46.8m	\$278.3m	\$93.6m
Capital Construction Cost savings (cost of building a full facility) (\$80,000 per inmate)	\$743.8m	\$650.2m	93.6m	\$556.6m	\$187.2m

a) Savings are calculated based on IDOC standards.

Remaining Risks

High

- IT systems are not in place to facilitate rapid processing leading to substantial delays, backlogs and errors

High

- Staffing levels and the continued manual nature of the process may lead to delays, backlogs and errors

High

- Continued restriction of the calculation effort to a particular job classification will reduce the potential to grow the number of skilled staff that can do the calculations

High

- The prison population size and growth rate will be impacted by the design and timing of the proposed MGT program

High

- Complete data sets to assess some determination factors may not be available for all inmates

Key Takeaway: IT systems are not in place to support the rapid and efficient processing of MGT awards which results in significant delays, backlogs, and errors.

IT Systems Risks and Mitigation

To mitigate the risks improvements in IT and business processes will be required

Identified Risks

- Delays in policy implementation will lead to a net increase in inmate population
- IT systems are not in place to facilitate rapid processing leading to substantial delays, backlogs and errors.
- Staffing levels and the continued manual nature of the process may lead to delays, backlogs and errors
- Continued restriction of the calculation effort to a particular job classification will reduce the potential to grow the number of skilled staff that can do the calculations.
- Complete data sets to assess some determination factors may not be available for all inmates.

Potential Mitigation

- Accelerate implementation of the changes required to make the policy effective
- Upgrade the IT systems to facilitate rapid processing and analysis and increase system access. The benefit will be a reduction in errors, backlogs and greatly reduced risk of errors.
- Automation of calculation will reduce the risk associated with manual calculations
- Increasing system access and automating calculations will allow the IDOC the opportunity to re-allocate staff to other pressing priorities.
- Increasing training across facility will increase the documentation of determination factors to facilitate improved decision making.

NEXT STEPS & IMPLEMENTATION

Recommended Next Steps

Once the policy has been fully developed, it must “operationalized” and later optimized

Next Phases

Phase 1: Develop
Current

Phase 2: Operationalize
Just prior to roll out

Phase 3: Optimize
After some experience

Key Activities

Immediate next steps

- Complete development of AD
- Complete data-driven analysis of inmate behavior
- Conduct final presentation to stakeholders or submit final report
- Ensure consensus of internal stakeholders

- Convert draft AD to Department’s Policies and Procedures standards
- Determine if complementary ADs need to be updated
- Develop training material, standard operating procedures and guidelines and conduct training
- Prioritize and process backlog
- Develop communications to internal stakeholders (i.e., sentence calculation notation, orientation, CCTV, bulletin, etc.)
- Develop communications to external stakeholders (i.e., press release, public presentation, etc.)

- Review the process to identify opportunities for improvement
- Study data trends to identify anomalies
- Identify and prioritize ways to improve information sharing between counties and IDOC
- Re-visit project to automate calculations and other possible IT enhancements
- Collect views from Wardens and other stakeholders
- Consider the application of rolling forecast to conduct notifications

Roll out of updated MGT Policy

Implementation

There are several tactical steps that should be pursued to fully implement the policy

The following steps should be included in the roll out of a revised policy

- Convert draft AD to Department's Policies and Procedures standards
 - Confirm agreement with policy
 - Identify other related ADs and determine if updates are needed
- Develop Materials
 - Upgrade procedures and guidelines (it may be necessary to only provide a memo of the changes and upgrade full documents at a later date)
 - Develop training materials based on changed procedures
 - Vet training materials
 - Conduct training
- Prioritize and process backlog
 - Determine inmate priority rules
 - Assemble a list of inmates based on rules
 - Begin to process based on the prioritization rules
- Develop communications to internal stakeholders
 - Ensure inmate orientation includes MGT policy
 - Add notation to sentence calculation to indicate that MGT is provisional
 - Develop communication for CCTV, bulletin board, communications from the Warden and the Director
- Develop communications to external stakeholders
 - Develop and release press release
 - Arrange and conduct press conference if appropriate (consider providing a presentation to the media)

ACKNOWLEDGMENTS

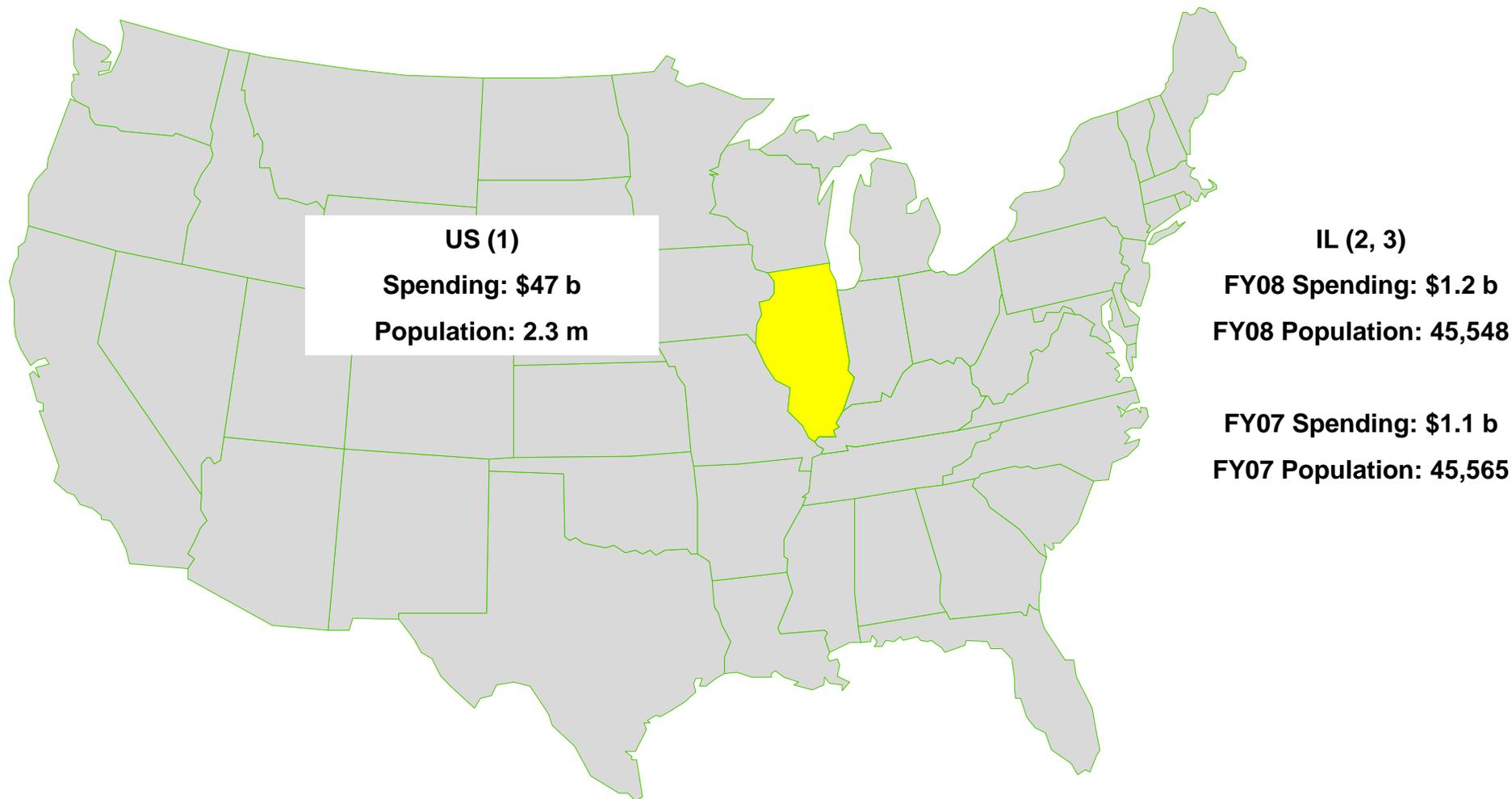
The Illinois Department of Corrections would like to thank Ernst & Young LLP and the Civic Consulting Alliance for their pro bono assistance on this project.

APPENDIX

APPENDIX—FINDINGS & RECOMMENDATIONS

Spending

IL needs to identify opportunities to reduce cost in its corrections budget



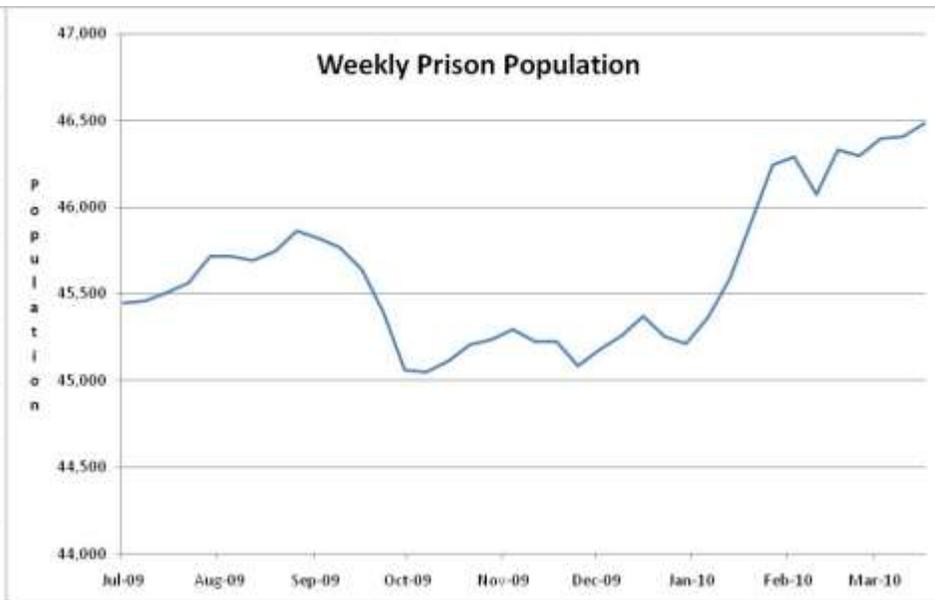
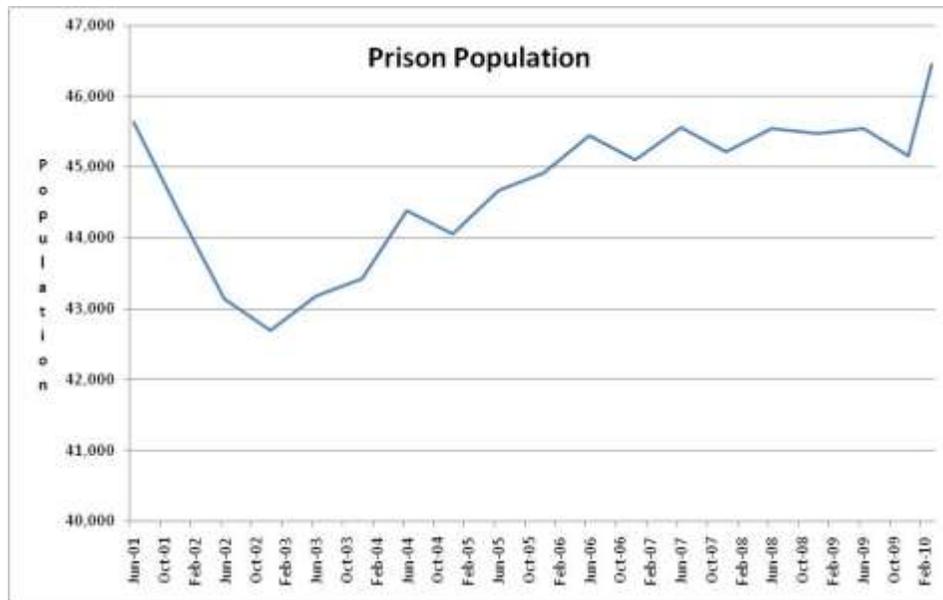
(1) Total State General Funds Spending on Corrections. The Fiscal Crisis in Corrections: Rethinking Policies and Practices, VERA Institute, Christine S. Scott-Hayward, July 2009.

(2) IDOC 2008 Annual Report

(3) IDOC 2007 Annual Report

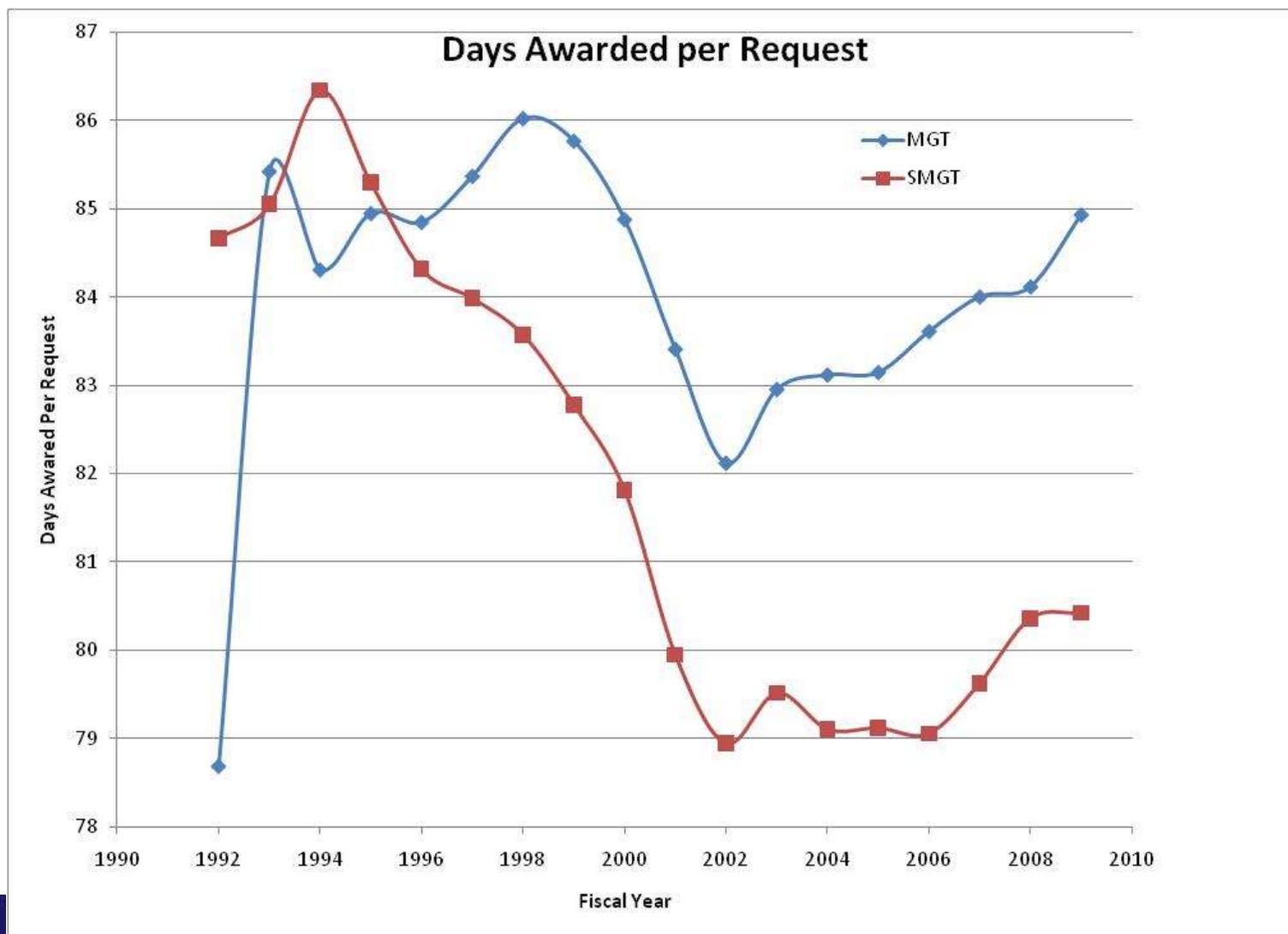
Prison Population

Between June 2001 and March 2010 the population increased by 1.8% net, creating a stress on the overall system



Days Awarded per Request

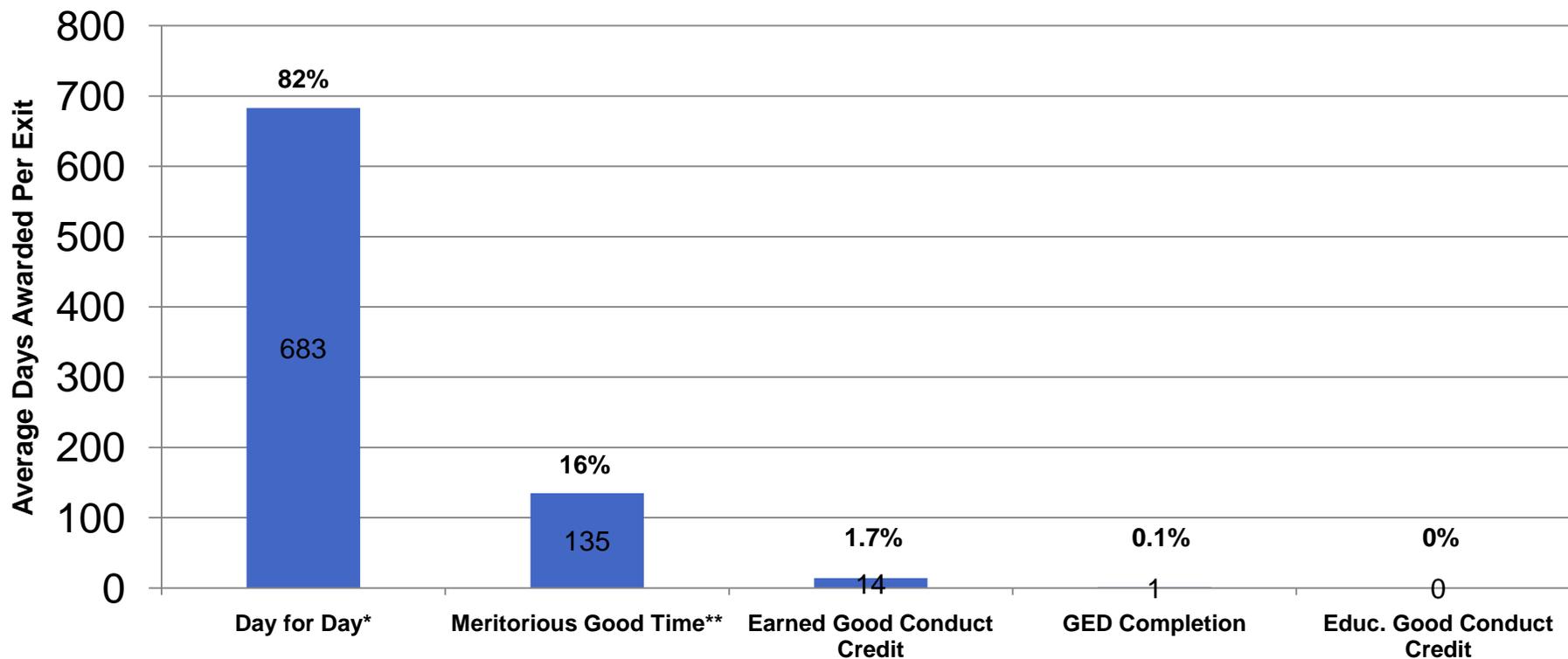
MGT is a major tool in the management of prison population



MGT/SMGT

Day for day is the primary source of reduced time

FY 2009 Average Time Awarded Per Exit By Category



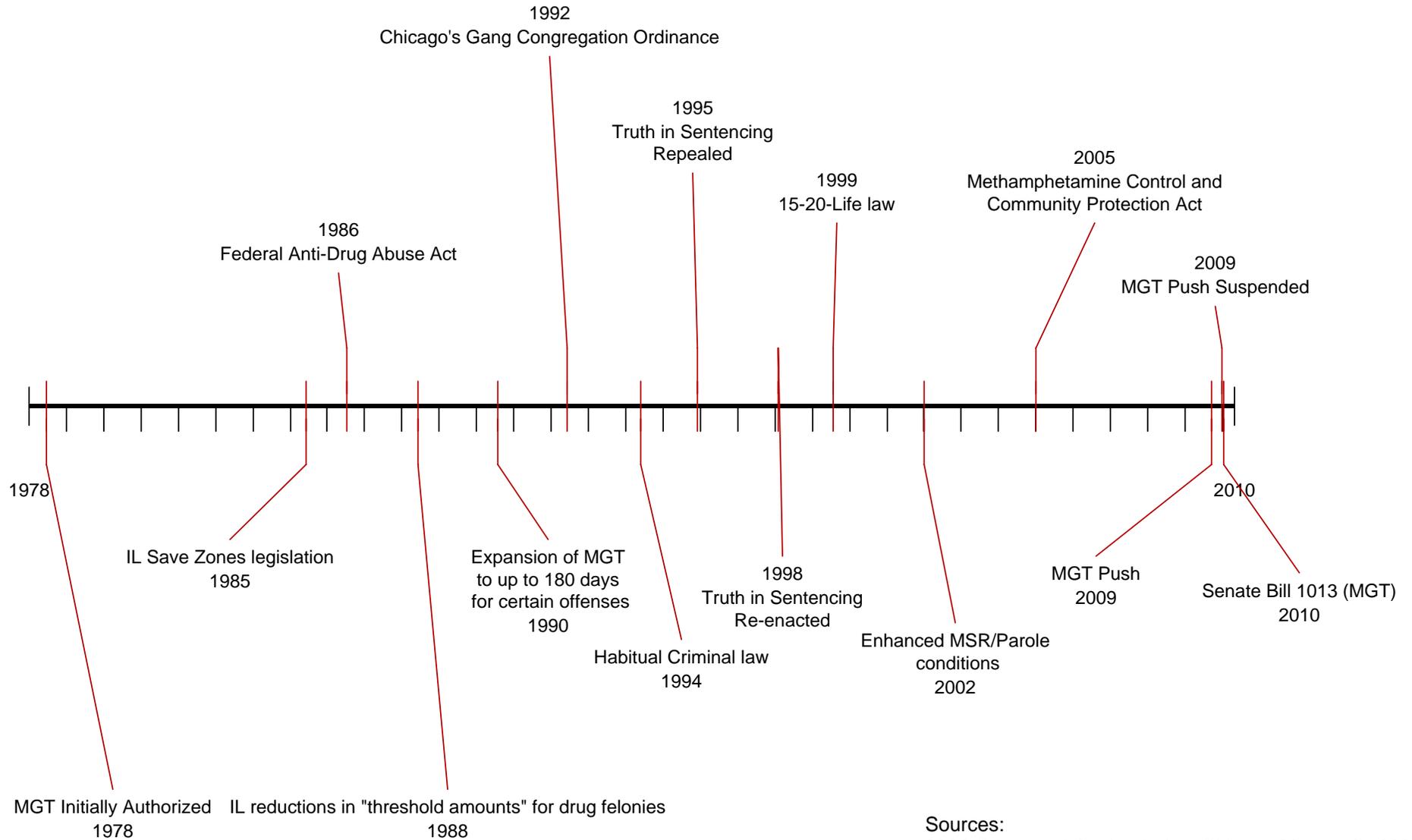
*The day for day is only for determinate sentences

** Includes Meritorious Good Time and Supplemental Meritorious Good Time

Sources: FY2009 Data and Analysis

Major Legislative Changes

Changes in legislation have had significant impact on policies over the years



Sources:
 2006 Crime and Justice Index, Chicago Metropolis 2020
 Newspaper stories
 Interviews



Award Determination Factors

Provisional Awards of MGT will require extensive manual review of paper-based and electronic files

Criteria	Method of evaluation	Form of data availability	Method of data transmittal	Degree Availability	Degree of subjectivity
Whether the offender followed the rules and regulations of the Department during the current commitment to the Department. The Director may consider the offender's entire disciplinary record during the current commitment to the Department.	Review of master file and electronic data	Electronically & in the Master Files	Initially via check list and by computer when system data is aggregated	Available for all Inmates	Low –Central review process should limit variability
Any available records of the offender's behavior and conduct while in the custody of any other governmental authorities for the offense for which the offender is currently committed to the Department.	Review of master file and electronic data	Electronically	Initially via check list and by computer when system data is aggregated	A few counties provide necessary information	Medium-disciplinary standards may vary by county
Whether the offender has successfully participated in any job assignments offered to the offender during the current commitment to the Department	It will be assumed that the offender is meeting the requirements if they have not been removed for disciplinary reasons	Electronically	Initially via check list and by computer when system data is aggregated	May vary—facilities may not fully enter into the system positive indicators. However, this will be corrected via training	Low
Whether the offender has successfully participated in any substance abuse program services offered to the offender during the current commitment to the Department.	It will be assumed that the offender is meeting the requirements if they have not been removed for disciplinary reasons	Electronically	Initially via check list and by computer when system data is aggregated	May vary—facilities may not fully enter into the system positive indicators. However, this will be corrected via training	Low
Whether the offender has successfully participated in any educational program services offered to the offender during the current commitment to the Department.	It will be assumed that the offender is meeting the requirements if they have not been removed for disciplinary reasons	Electronically and educational files	Initially via check list and by computer when system data is aggregated	May vary—facilities may not fully enter into the system positive indicators. However, this will be corrected via training	Low

Award Determination Factors

Provisional Awards of MGT will require extensive manual review of paper-based and electronic files

Criteria	Method of evaluation	Form of data availability	Method of data transmittal	Degree Availability	Degree of subjectivity
Whether the offender has, under the direction of the Department, participated in any program services to assist other offenders during the current commitment to the Department.	Difficult to evaluate as there is no formal way of maintaining the data. Secondary assignments are not always tracked. Primary assignments are generally always tracked	TBD	Initially via check list and by computer when system data is aggregated	May vary—facilities may not fully enter into the system positive indicators. However, this will be corrected via training	Low
Whether the offender has successfully participated in any other program services offered to the offender during the current commitment to the Department.	It will be assumed that the offender is meeting the requirements if they have not been removed for disciplinary reasons	Electronically	Initially via check list and by computer when system data is aggregated	May vary—facilities may not fully enter into the system positive indicators. However, this will be corrected via training	Low
Any exemplary beneficial actions of the offender during the current commitment to the Department, including but not limited to: a) Saving the life of a Department employee or another committed person; b) Performing heroic service during a flood, tornado, or act of God; c) Volunteering for an exceptionally hazardous or dangerous assignment; or d) Assisting in maintaining control during a general disturbance or in maintaining security.	Difficult to evaluate as there is no formal way of maintaining the data	TBD	Initially via check list and by computer when system data is aggregated	May vary—facilities may not fully enter into the system positive indicators. However, this will be corrected via training	Low

Master File Components

Completeness and ease of data availability will be a challenge in the new process

Master File Components 730 ILCS 5/3-5-1 (from Ch. 38, par. 1003-5-1) <i>Not part of the statute</i>	Typical arrival point of data	Paper	Electronic
all information from the committing court; <i>Mittimus</i> <i>Behavioral Reports</i> <i>Statement of Facts</i>	Normally arrives with inmate Never/Rarely Received Normally arrives at Parent Facility, if received at all	Always Rarely Rarely	Rarely Never Rarely (only date of offense is entered)
reception summary; <i>ARCS (Automated Reception & Classification Summary)</i>	Produced by R&C	Always	Always produced electronically; provided in paper form
evaluation and assignment reports and recommendations; <i>Classification and facility placement forms (transfer packets)</i>	Produced by Parent Facility	Always	Always produced electronically; provided in paper form
reports as to program assignment and progress;	Produced by Parent Facility	Sometimes; Vote* sheets are produced for assignments	Sometimes ; CHAMP/OTS
reports of disciplinary infractions and disposition; <i>Inmate Disciplinary Report's (IDR) produced and heard manually. IDR is scanned into Disciplinary Tracking System. Final summaries are entered electronically.</i>	Produced by R&C or Parent Facility	Always	Partial (post-1996 data is in electronic and paper form)
any parole plan;	Produced by R&C or Parent Facility	Always	Always
the date and circumstances of final discharge;	Produced by R&C or Parent Facility	Always	Partial
and any other pertinent data concerning the person's background, conduct, associations and family relationships as may be required by the respective Department.	Produced by R&C or Parent Facility. Rarely received from counties	Always	Sometimes; visiting lists; self- reports
A current summary index shall be maintained on each file which shall include the person's known active and past gang affiliations and ranks.	Produced by R&C or Parent Facility	Sometimes	Always (Intel) Only wardens and Intel staff have access

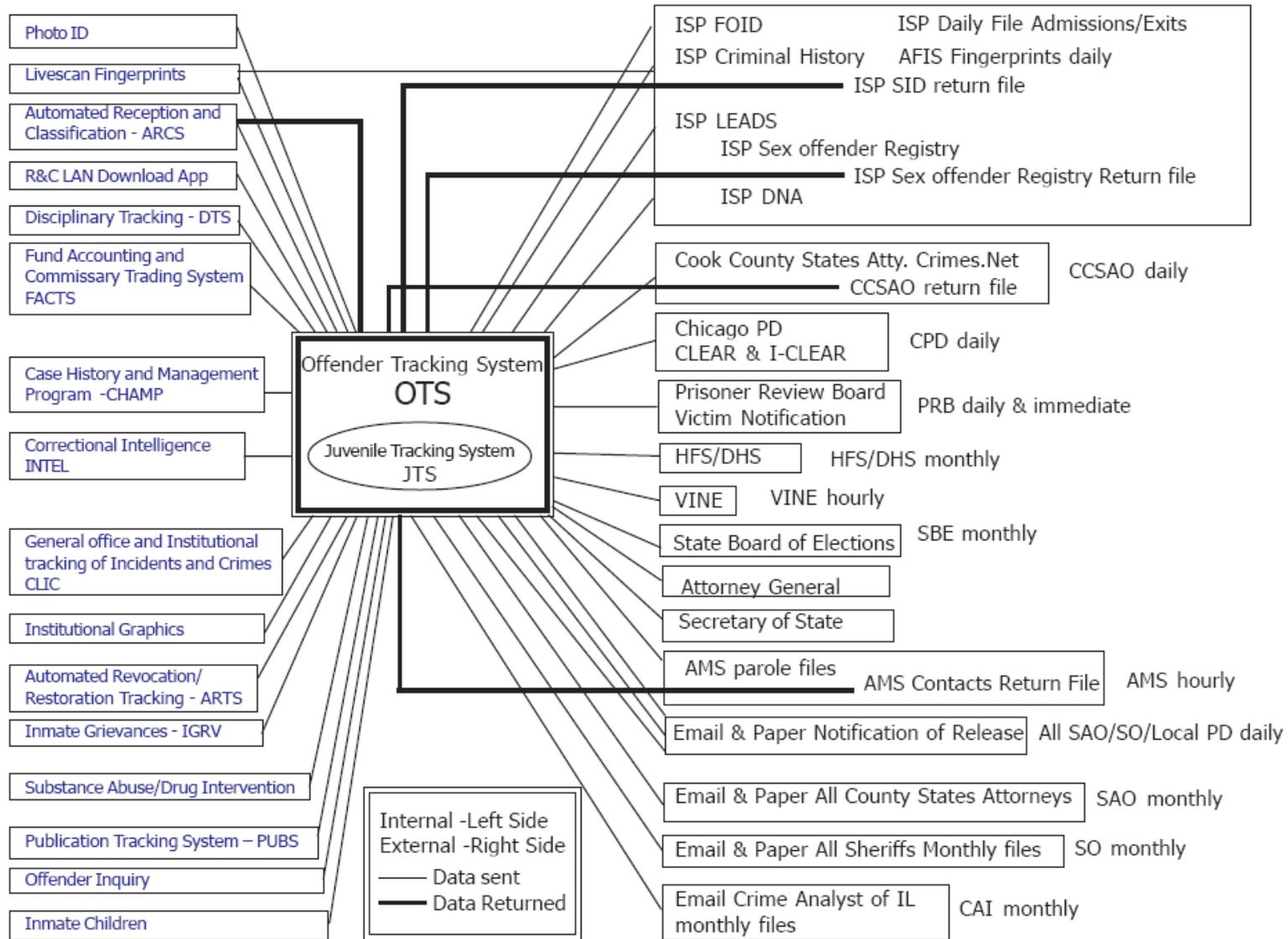
Illustrative Scoring Approach

The DOC may wish to consider an approach to the various factors. The use of averages will address gaps in data

Criteria	Score Range	Perfect Inmate	Ordinary Inmate	Inmate 1	Inmate 2	Inmate 3
Whether the offender followed the rules and regulations of the Department during the current commitment to the Department. The Director may consider the offender's entire disciplinary record during the current commitment to the Department.	0 to 4	4	2	0	2	2
Any available records of the offender's behavior and conduct while in the custody of any other governmental authorities for the offense for which the offender is currently committed to the Department.	0 to 4	4	no data	0	0	0
Whether the offender has successfully participated in any job assignments offered to the offender during the current commitment to the Department	0 to 2	2	1	1	1	1
Whether the offender has successfully participated in any substance abuse program services offered to the offender during the current commitment to the Department.	0 to 2	2	1	1	1	1
Whether the offender has successfully participated in any educational program services offered to the offender during the current commitment to the Department.	0 to 2	2	1	1	1	no data
Whether the offender has, under the direction of the Department, participated in any program services to assist other offenders during the current commitment to the Department.	0 to 2	2	1	1	1	1
Whether the offender has successfully participated in any other program services offered to the offender during the current commitment to the Department.	0 to 2	2	1	1	1	1
Any exemplary beneficial actions of the offender during the current commitment to the Department, including but not limited to: a) Saving the life of a Department employee or another committed person; b) Performing heroic service during a flood, tornado, or act of God; c) Volunteering for an exceptionally hazardous or dangerous assignment; or d) Assisting in maintaining control during a general disturbance or in maintaining security.	0 to 4	4	0	0	0	1
Sum		22.00	7.00	5.00	7.00	7.00
Average		2.75	1.00	0.63	0.88	1.00

IDOC Systems

The IDOC maintains a collection of fragmented systems



IDOC Systems—Offender Application Summary

The IDOC maintains a collection of fragmented systems

Automated Reception and Classification System (ARCS) - PC (Adult only)

ARCS is used by the Adult Reception Centers (Stateville NRC, Dwight, Graham and Menard Reception Centers) to capture inmate reported data for offender admissions to the Department. Receive/Send data with OTS.

Automated Revocation/Restoration Tracking (ARTS) – PC (Adult + Juvenile offender data together – central database)

ARTS provides the means for tracking paper requests and approvals for revocation and restoration of good time. This application is used to coordinate process for facility Records Office staff and General Office Inmate Issue's staff. No data exchange with OTS/JTS.

Composite Listing of Incidents and Crimes (CLIC) - PC (Adult + Juvenile staff data – central database)

CLIC is used by General Office and facility investigations staff to record and report investigative actions. Receive/Send data with OTS/JTS.

Correctional Intelligence (INTEL) - PC (separate Adult + Juvenile applications)

INTEL is used to track Security Threat Groups and their members within the institutions. It is also used as a tool to share intelligence information between the Internal Investigation officers at the various institutions. Receive/Send data with OTS/JTS.

Case History and Management Program (CHAMP)– PC (Adult only)

The Case History and Management Program (CHAMP) provides an avenue for Program Services professionals to enhance the communications regarding offender information beginning at the point of incarceration, continuing through community reintegration to discharge from Parole by providing a system that allows for continuous communications, monitoring and overview by Illinois Department of Corrections staff that interact with offenders as they progress through the correctional system. Receive data from OTS

Disciplinary Tracking - PC (Adult only)

The Disciplinary Tracking System is used by facility Adjustment Committees to track inmate disciplinary tickets. Receive data from OTS (although data is not directly sent to OTS, data is entered manually into OTS from 'Record Office' reports produced out of DTS).

Drug Intervention - PC (Adult + Juvenile offender data – central database which combines both Employee and Inmate Drug Screening Applications)

Used by adult, juvenile, and ATC staff to track offender drug testing and subsequent referrals and/or treatment. Receive data from OTS.

IDOC Systems—Offender Application Summary

The IDOC maintains a collection of fragmented systems

Fund Accounting and Commissary Trading System (FACTS) - PC (Adult + Juvenile offender/financial data – each institution on separate database)

FACTS provides accounting functions for various locally held funds, including the Inmate Trust Fund, Inmate Commissary Fund, Employee Commissary Fund, Inmate Benefit Fund, Employee Benefit Fund, and Inmate Travel Fund. The system also includes a point-of-sale function for the inmate commissary and inmate meal counting function for the School Lunch Reimbursement program. Receive data from OTS.

Inmate 1099 – PC (Adult + Juvenile)

Inmate1099 produces IRS 1099-MISC statements for offenders who were paid over \$600.00. Receive data from OTS/JTS.

Inmate Children – PC (Adult only)

The Inmate Children application is used by the Adult section of the Division of Women and Family Services to track data on female offender's children. The application assists in identifying programming needs for this population. Receive data from OTS

Inmate Drug Screening - PC (Adult + Juvenile offender data together)

The Inmate Drug Screening application is used by Central Screening staff to track all drug tests for inmates. It provides a history of tests and their results. The application replaced the manual process and allows for increased reporting capabilities for Central Office Administrative staff. This application is a sub-set of the Drug Intervention application and excludes tracking of treatment and referrals. Receive data from OTS/JTS.

Inmate Grievance Tracking (IGRV) – PC (Adult only)

IGRV provides the means for tracking and managing inmate grievances. This application is used by facility Clinical Services staff and General Office Inmate Issue's staff. No data exchange with OTS.

Inmate Handling - PC (Adult only – TAMMS)

The Inmate Handling Application is used at Tamms only to note special instructions for specific inmates (movement, restraining, assault, medical information, etc.) It retrieves a current photo and demographics as well as escape risk. Receive data from OTS.

Institutional Graphics - PC (Adult + Juvenile)

Institutional Graphics displays various inmate data, such as escape risk, STG data, housing and assignment information, in a graphic form for facility management. Receive data from OTS/JTS.

IDOC Systems—Offender Application Summary

The IDOC maintains a collection of fragmented systems

Juvenile Tracking System (JTS) - Mainframe (accessed by Adult and Juvenile users)

JTS tracks information on juvenile offenders held by the department from reception and classification through parole release or return to Department custody. This system supports timely storage and retrieval of detailed institutional and parole offender information and total integration with interfacing systems. JTS provides multiple levels of management inquiry and reporting features with regard to individual offenders and offender population.

LiveScan – PC (Adult + Juvenile)

The LiveScan Printrax application captures digital fingerprints for inmates received at adult and juvenile reception centers and prints out fingerprint cards. This application interfaces with Illinois State Police. Juvenile facilities are all on Printrax. Indentix machines are still in use at some R&Cs. Funding for full replacement is being sought. Receive data from OTS/JTS.

Offender Inquiry – PC (Adult + Juvenile)

Offender Inquiry allows users to view photos of both adult and juvenile offenders. The current photo as well as all previous photos can be viewed. Some demographic data for the offender is also displayed. Receive data from OTS/JTS

Offender Search – Web (Adult Internet; Juvenile Intranet)

Internet Offender Search (Adult) gives the public access to photos and public information for adult offenders. Receive data from OTS.

Intranet Offender Search (Juvenile) gives agency staff and parole agents access to juvenile offender photos and demographics. Receive data from JTS

Offender Tracking System (OTS) - Mainframe (Adult offender data - accessed by Adult and Juvenile users)

OTS tracks information on adult offenders held by the department from reception and classification through parole release or return to Department custody. This system supports timely storage and retrieval of detailed institutional and parole offender information and total integration with interfacing systems. OTS provides multiple levels of management inquiry and reporting features with regard to individual offenders and offender population.

Photo ID - PC (Adult + Juvenile offender and staff data)

The Photo ID System is used to store and retrieve inmate and employee photos, and create identification badges for employees, inmates, contractual staff and volunteers. Receive/Send data with OTS/JTS.

IDOC Systems—Offender Application Summary

The IDOC maintains a collection of fragmented systems

Protocol/AMS Remote Operations – Web (Adult + Juvenile)

AMS is vendor developed software for Parole/Apprehension case management. The application manages electronic monitoring, offender movement, offender calls, parole agent contacts and other communications regarding a case. AMS is integrated with OTS, JTS and the electronic monitoring Guardserver. Receive/Send data with OTS/JTS

Publication Tracking System (PUBS) – PC (Adult + Juvenile access to Publication data)

PUBS tracks the review and approval status of publications requested by inmates. This application is utilized by facility and General Office Inmate Issue's staff. No data exchange with OTS/JTS.

R & C LAN – PC (Adult only)

The R & C LAN System is used at the adult reception & classification centers to assist with the process of receiving inmates. Five different RNC Clipper EXE files are used to create lists, reports, labels, face sheets, finger print cards, Trust Fund Authorization forms, etc. Receive data from OTS.

Visitor Tracking System (VTS) - Mainframe (Adult + Juvenile offender; visitor/volunteer data)

VTS allows the tracking and maintenance of facility visitor and volunteer information by facility staff. Reports and statistics are available for General Office staff use. Access to Juvenile offender and visitor/volunteer data is controlled by sign-on. Integrated with OTS/JTS.

Offense Numbers & Definitions

- 309. PETITIONS, POSTINGS, AND BUSINESS VENTURES:** Writing, signing, or circulating a petition without authorization; unauthorized distributing or posting of any printed or written materials, including surveys; engaging in an unauthorized business venture; or representing oneself as a corporation or official of a corporation without authorization.
- 310. ABUSE OF PRIVILEGES:** Violating any rule regarding visits, mail, the library, yard, commissary, telephone, or recreational activities. This includes corresponding or communicating with a victim, a victim's family member, or any other person after the offender has received notice that such person has informed the Department that he or she does not wish to receive correspondence from the offender. However, if the conduct also constitutes a violation of federal or State law, a committed person may also be charged under #501.
- 311. FAILURE TO SUBMIT TO MEDICAL OR FORENSIC TESTS:** Willfully refusing to submit to, or cooperate with, testing, examinations, or the provision of samples required by court order, State law, or current standards of public health and safety, including the refusal to submit to annual tuberculosis screening and mandatory HIV or DNA testing.
- 402. HEALTH, SMOKING, OR SAFETY VIOLATIONS:** Smoking in an unauthorized area; tattooing or body piercing, including, but not limited to, piercing of the ear, nose, or lip; or disregarding basic hygiene of person, cell, living or work area, or other place in the facility or its grounds.
- 403. DISOBEYING A DIRECT ORDER:** Willfully refusing or neglecting to comply with an order, including the refusal to participate in educational testing; to accept a work, educational, or housing assignment; or to perform a work assignment.
- 404. VIOLATION OF RULES:** Willfully disobeying any rule of the facility. If the specific offense is stated elsewhere in this Part, a committed person may not be charged with this offense. The rule violated must be specified in the disciplinary report.
- 405. FAILURE TO REPORT:** Failure to report for a work, educational, or program assignment or for transport.
- 406. TRADING OR TRAFFICKING:** Trading or trafficking with any person.
- 501. VIOLATING STATE OR FEDERAL LAWS:** Committing any act which would constitute a violation of State or federal law. If the specific offense is stated elsewhere in this Part, an offender may not be charged with this offense except as otherwise provided in this Section. The State or federal offense must be specified in the disciplinary report.
- 601. AIDING AND ABETTING, ATTEMPT, SOLICITATION, OR CONSPIRACY:** Aiding and abetting any person in the commission of any of these offenses; attempting to commit any of these offenses; making plans to commit any of these offenses; soliciting another to commit any of these offenses; or conspiring to commit any of these offenses shall be considered the same as the commission of the offense itself and shall carry the penalty prescribed for the underlying offense.

DR 504 APPENDIX A OFFENSE NUMBERS & DEFINITIONS

- 100. VIOLENT ASSAULT OF ANY PERSON:** Causing a person or an object to come into contact with another person in a deadly manner or in a manner that results in or is likely to result in serious bodily injury.
- 101. ARSON:** Setting fire in any location whether public or private, including but not limited to any part of the facility, its grounds, or State vehicles.
- 102. ASSAULTING ANY PERSON:** Causing a person, substances, or an object to come into contact with another person in an offensive, provocative, or injurious manner or fighting with a weapon.
- 103. BRIBERY & EXTORTION:** Demanding or receiving anything of value in exchange for protection, to avoid bodily injury, or through duress or pressure. Giving or receiving money or anything of value to violate State or federal law or to commit any act prohibited under this Part.
- 104. DANGEROUS CONTRABAND:** Possessing, manufacturing, introducing, selling, supplying to others, or using without authorization any explosive, acid, caustic material for incendiary devices, ammunition, dangerous chemical, escape material, knife, sharpened instrument, gun, firearm, razor, glass, bludgeon, brass knuckles, cutting tools, tools which may be used to defeat security measures such as hacksaw blades, keys, and lock picks, any other dangerous or deadly weapon or substance of like character, or any object or instrument that is made to appear to be or could be used as a deadly or dangerous weapon or substance.
- 105. DANGEROUS DISTURBANCES:** Causing, directing, or participating in any action or group activity that may seriously disrupt or endanger the facility, persons, or property, including the taking or holding of hostages by force or threat of force and engaging in prohibited group activities such as work stoppages or hunger strikes.
- 106. ESCAPE OR RUNAWAY:** For escape of a felon or runaway of a juvenile delinquent, leaving or failing to return to lawful custody without authorization, including the failure to return from furlough, leave, or authorized absence within 2 hours after the designated time.
- 107. SEXUAL MISCONDUCT:** Engaging in sexual intercourse, sexual conduct, or gesturing, fondling, or touching done to sexually arouse, intimidate, or harass either or both persons; or engaging in any of these activities with an animal.
- 108. SEXUAL ASSAULT:** Causing unwilling contact between the sex organ of one person and the sex organ, mouth, or anus of another person or any intrusion of any part of the body of one person or object into the sex organ or anus of another person by use of force or threat of force, including pressure, threats, or any other actions or communications by one or more persons to force another person to engage in a partial or complete sexual act.
- 109. ELECTRONIC CONTRABAND:** Possessing, selling, receiving, supplying to others, or using without authorization any electronic device, video recording device, computer, or cellular communications equipment, including, but not limited to, cellular telephones, cellular telephone batteries, pagers, computers, and computer peripheral equipment.

Offense Numbers & Definitions

- 110. IMPEDING OR INTERFERING WITH AN INVESTIGATION:** Obstructing, impeding, or refusing to provide information relevant to an investigation.
- 201. CONCEALMENT OF IDENTITY:** Wearing a disguise or a mask, impersonating another, or otherwise concealing one's identity.
- 202. DAMAGE OR MISUSE OF PROPERTY:** Destroying, damaging, removing, altering, tampering with, or otherwise misusing property belonging to the State, another person, or entity, including the obstruction of locks or security devices, destroying or tampering with bar codes or identification cards, or the use of another person's identification card.
- 203. DRUGS AND DRUG PARAPHERNALIA:** Possessing, manufacturing, introducing, selling, supplying to others, or receiving alcohol, any intoxicant, inhalant, narcotic, syringe, needle, controlled substance, or marijuana; or being under the influence of any of the above substances; or refusing to be tested for drug or alcohol use, including failure to provide a specimen within 2 hours after the request; or destroying or tampering with drug or alcohol tests or testing equipment. This offense includes medication misuse, for example, the possession or use of unauthorized amounts of prescribed medication, or selling or supplying prescribed medication to others.
- 204. FORGERY:** Forging, counterfeiting, or reproducing without authorization any document, article of identification, money, security, or official paper.
- 205. SECURITY THREAT GROUP OR UNAUTHORIZED ORGANIZATIONAL ACTIVITY:** Engaging, pressuring, or authorizing others to engage in security threat group or unauthorized organizational activities, meetings, or criminal acts; displaying, wearing, possessing, or using security threat group or unauthorized organizational insignia or materials; or giving security threat group or unauthorized organizational signs. Unauthorized organizational activity shall include engaging in the above activities by or on behalf of an organization which has not been approved pursuant to 20 Ill. Adm. Code 445 or 450.
- 206. INTIMIDATION OR THREATS:** Expressing by words, actions, or other behavior an intent to injure any person or property that creates the reasonable belief that physical, monetary, or economic harm to that person or to another will result.
- 207. POSSESSION OF MONEY:** Possessing or causing to be brought into the facility any coin, currency, or other negotiable instrument without authorization or for residents of transition centers, failure to promptly submit all income to center staff including wages, tips, gifts, or any check for social security, disability, veteran's benefits, grants, scholarships, or loans.
- 208. DANGEROUS COMMUNICATIONS:** Engaging in verbal or written communication that is likely to encourage violence against persons or that is likely to disrupt or endanger the safety and security of the facility, including but not limited to, escape plans and manufacture of weapons.
- 209. DANGEROUS WRITTEN MATERIAL:** Possessing or causing to be brought into the facility written material which presents a serious threat to the safety and security of persons or the facility, including, but not limited to, written material relating to methods of escape and the manufacture of weapons.
- 210. IMPAIRMENT OF SURVEILLANCE:** Using curtains, coverings, or any other matter or object in an unauthorized manner that obstructs or otherwise impairs the line of vision into an offender's cell or room or which obstructs or otherwise impairs any viewing panel or surveillance equipment, both audio and visual, within the facility.
- 211. POSSESSION OR SOLICITATION OF UNAUTHORIZED PERSONAL INFORMATION:** Possessing or soliciting unauthorized personal information regarding another offender, releasee, employee, or former employee, including, but not limited to, personnel files, master files, medical or mental health records, photographs, social security numbers, home addresses, financial information, or telephone numbers except as authorized by a court order or as approved in writing by the Chief Administrative Officer.
- 212. FRIVOLOUS LAWSUIT:** A pleading, motion, or other paper filed by the offender for which the court, in accordance with 730 ILCS 5/3-6-3, has found to be frivolous.
- 213. FAILURE TO REVEAL ASSETS:** For adult offenders and juvenile offenders tried as adults, failing to fully cooperate in revealing financial assets on the form provided, including tangible and intangible property and real and personal property; providing false or inaccurate information regarding financial assets or dependents on the forms provided; or refusing to cooperate in revealing financial assets on the form provided.
- 301. FIGHTING:** Fighting with another person in a manner that is not likely to cause serious bodily injury to one or the other and that does not involve the use of a weapon.
- 302. GAMBLING:** Operating or playing a game of chance or skill for anything of value, making a bet upon the outcome of any event, or possessing any gambling device. This shall include participating in any lottery.
- 303. GIVING FALSE INFORMATION TO AN EMPLOYEE:** Lying or knowingly providing false information to an employee, either orally or in writing.
- 304. INSOLENT:** Talking, touching, gesturing, or other behavior that harasses, annoys, or shows disrespect.
- 305. THEFT:** Taking property belonging to another person or entity or the facility without the owner's authorization.
- 306. TRANSFER OF FUNDS:** Causing money to be transferred from one trust fund to another or through an outside source to the account of another offender or entering into contracts or credit agreements without written approval from the Chief Administrative Officer.
- 307. UNAUTHORIZED MOVEMENT:** Being anywhere without authorization or being absent from where required to be or returning late or not traveling directly to or from any authorized destination without prior staff approval.
- 308. CONTRABAND/UNAUTHORIZED PROPERTY:** Possessing, giving, loaning, receiving, or using property that an offender has no authorization to have or to receive and that was not issued to the individual through regular procedures, including the unauthorized possession of food or clothing or the possession of property in excess of that which is authorized by the facility; or property that has been altered from its original state.

Release Notice and Rolling Forecast

A rolling forecast can help the IDOC meet its more stringent obligations

A Rolling forecast is a projection based on past performances, routinely updated on a regular schedule to incorporate new data.

Send a weekly 14 days MGT release notification file to all counties' state attorneys. Included in this file will be tabs for the following

- The county's statutory 14 days MGT release notification (statutory) – this will contain names of likely releases in a fortnight
- 14 days statewide release notification (advisory) – this will contain names of likely releases in a fortnight (statewide)
- 30 days release notification (advisory) – this will contain names of likely releases in the coming month
- 60 days release notification (advisory) – this will contain names of likely releases in the succeeding 2 months
- 90 days release notification (advisory) – this will contain names of likely release in the succeeding quarter

Release Notification and Rolling Forecast Mock-up

Rolling Forecast Mock-up.xlsx - Microsoft Excel

	A	B	C	D	E	F	G	H
1	Last Name	First Name	Other Names	Offense(s)	Scheduled Release	Scheduled Release Typ	MSR Address	
2	Smith	John	Marshall	Burglary	1-May-10	MGT	15 Fox Lane, Chicago, IL 00000	
3	Max	Steve	Larry	Disorderly Conduct	1-May-10	MGT	10 Highbury Avenue, Chicago, IL 00000	
4								
5								
6								
7								
8								
9								
10								
11								
12								
13								
14								
15								
16								
17								
18								
19								
20								
21								
22								
23								
24								
25								
26								
27								
28								
29								
30								
31								
32								
33								
34								
35								
36								
37								
38								

Each tab provides forecast for different time periods

Release Notice for Xxx county | Statewide 14 days List | 30 days Xxx County List | 60 days Xxx County List | 90 days Xxx Col

Statutory 14 days Release Notice Rolling Forecast-Detail

Statutory 14 days County Release Notification Mock up

Last Name	First Name	Other Names	Offense(s)	Scheduled Release Date	Scheduled Release Type	MSR Address
Smith	John	Marshall	Burglary	1-May-10	MGT	15 Fox Lane, Chicago, IL 00000
Max	Steve	Larry	Disorderly Conduct	1-May-10	MGT	10 Highbury Avenue, Chicago, IL 00000

Advisory 14 days Release Notification Mock up (Statewide)

Last Name	First Name	Other Names	Offense(s)	Scheduled Release Date	Scheduled Release Type	MSR Address	County
Smith	John	Marshall	Burglary	14-May-10	MGT	15 Fox Lane, Chicago, IL 00000	Cook
Max	Steve	Larry	Disorderly Con	1-May-10	MGT	10 Highbury Avenue, Chicago, IL 00000	Cook

Advisory 30 days County Release Notification Mock up

Last Name	First Name	Other Names	Offense(s)	Scheduled Release Date	Scheduled Release Type	MSR Address
Smith	John	Marshall	Burglary	14-May-10	MGT	15 Fox Lane, Chicago, IL 00000
Max	Steve	Larry	Disorderly Con	1-May-10	MGT	10 Highbury Avenue, Chicago, IL 00000
Scholes	Paul	Scharner	Fighting	29-May-10	MGT	15 Upton Park Blvd, Chicago, IL 60000

Advisory 60 days County Release Notification Mock up

Last Name	First Name	Other Names	Offense(s)	Scheduled Release Date	Scheduled Release Type	MSR Address
Smith	John	Marshall	Burglary	14-May-10	MGT	15 Fox Lane, Chicago, IL 00000
Max	Steve	Larry	Disorderly Con	1-May-10	MGT	10 Highbury Avenue, Chicago, IL 00000
Scholes	Paul	Scharner	Fighting	29-May-10	MGT	15 Upton Park Blvd, Chicago, IL 60000
Cantana	Eric	Roy	Theft	28-Jun-10	MGT	239 Loftus Road, Chicago, IL 00000

Advisory 90 days County Release Notification Mock up

Last Name	First Name	Other Names	Offense(s)	Scheduled Release Date	Scheduled Release Type	MSR Address
Smith	John	Marshall	Burglary	14-May-10	MGT	15 Fox Lane, Chicago, IL 00000
Max	Steve	Larry	Disorderly Con	1-May-10	MGT	10 Highbury Avenue, Chicago, IL 00000
Scholes	Paul	Scharner	Fighting	29-May-10	MGT	15 Upton Park Blvd, Chicago, IL 60000
Cantana	Eric	Roy	Theft	28-Jun-10	MGT	239 Loftus Road, Chicago, IL 00000
May	David	Dennis	Violent Conduc	29-Jul-10	MGT	56 Whitehart Street, Chicago, IL 00000

Assumptions, Notes and Calculations

- 36,965 exits for FY2009 was used to determine the impact of the policy.
- A separate sample of 3,688 inmates was used to study their behavior. This sample population was then adjusted for necessary exclusion to yield a population of 2,742 inmates that were eligible for MGT. The sample is assumed to be representative.
- Population behavior attributes identified were applied to exits to estimate the impact of the policy change. It is assumed that the exits display similar characteristics to the existing population.
- It is assumed that population behavior does not change pre and post policy resulting in the same rate of incidents. Although it is desirable that population behavior change.
- All other factors and pre-existing policies remain unchanged

Assumptions, Notes and Calculations

ILLINOIS DEPARTMENT OF CORRECTIONS													
Annual Number and Average of Meritorious Good Conduct Credits Awarded to Exits													
FY02-FY09													
			Court Admission Exits*				Statutorily Eligible for Meritorious Time Court Admission Exits						
		<i>Technical</i>			<i>Statutorily</i>					Excluding 0 days			
	<i>Total</i>	<i>Violator</i>	<i>Average Days</i>		<i>Ineligible</i>	<i>Average Days</i>		<i>Percent of</i>		<i>Average Days</i>		<i>Percent of</i>	<i>Aggregate</i>
	<i>Exits</i>	<i>Exits</i>	<i>Awarded</i>	<i>Exits</i>	<i>Exits</i>	<i>Awarded</i>	<i>Exits</i>	<i>CA Exits</i>	<i>0 Days</i>	<i>Awarded</i>	<i>Exits</i>	<i>CA Exits</i>	<i>Days Awarded</i>
FY02	37,798	10,248	111	27,550	1,317	116	26,233	95.2%	4,442	140	21,791	79.1%	3,050,740
FY03	34,491	7,116	131	27,375	1,400	138	25,975	94.9%	2,375	152	23,600	86.2%	3,587,200
FY04	36,805	8,740	132	28,065	1,340	138	26,725	95.2%	2,491	153	24,234	86.3%	3,707,802
FY05	39,226	10,341	132	28,885	1,488	139	27,397	94.8%	2,340	152	25,057	86.7%	3,808,664
FY06	38,888	10,982	135	27,906	1,554	141	26,352	94.4%	2,179	154	24,173	86.6%	3,722,642
FY07	36,620	9,455	135	27,165	1,530	143	25,635	94.4%	1,932	155	23,703	87.3%	3,673,965
FY08	35,066	7,131	136	27,935	1,584	144	26,351	94.3%	1,932	155	24,419	87.4%	3,784,945
FY09	36,965	9,060	135	27,905	1,829	144	26,076	93.4%	1,904	156	24,172	86.6%	3,770,832

* excludes technical parole violators

Assumptions, Notes and Calculations

ILLINOIS DEPARTMENT OF CORRECTIONS		
Final Disciplinary Tickets within First Year of Admission		
<i>Prison Population on 2/28/10 Admitted between 7/1/08 and 12/31/08</i>		
	Number	Percent
Total Inmates	3,688	100.0%
Inmates with a Ticket in First Year	2,555	69.3%
100-Disciplinary Offense Level	257	7.0%
200-Disciplinary Offense Level	624	16.9%
300-Disciplinary Offense Level	1,975	53.6%
Fighting (301)	324	8.8%
400-Disciplinary Offense Level	2,074	56.2%
500-Disciplinary Offense Level	3	0.1%
100 or 200-Disciplinary Offense Level	749	20.3%
100 or 200-Disciplinary Offense Level or Fighting	936	25.4%
Total Inmates: MGT Eligible	2,742	100.0%
Inmates with a Ticket in First Year	1,957	71.4%
100-Disciplinary Offense Level	170	6.2%
200-Disciplinary Offense Level	468	17.1%
300-Disciplinary Offense Level	1,534	55.9%
Fighting (301)	241	8.8%
400-Disciplinary Offense Level	1,620	59.1%
500-Disciplinary Offense Level	1	0.0%
100 or 200-Disciplinary Offense Level	546	19.9%
100 or 200-Disciplinary Offense Level or Fighting	690	25.2%
Total Inmates: MGT/SMGT Eligible	2,652	100.0%
Inmates with a Ticket in First Year	1,916	72.2%
100-Disciplinary Offense Level	162	6.1%
200-Disciplinary Offense Level	456	17.2%
300-Disciplinary Offense Level	1,504	56.7%
Fighting (301)	237	8.9%
400-Disciplinary Offense Level	1,588	59.9%
500-Disciplinary Offense Level	1	0.0%
100 or 200-Disciplinary Offense Level	531	20.0%
100 or 200-Disciplinary Offense Level or Fighting	674	25.4%
Note: Inmates may have tickets with multiple offense levels. Tickets with multiple offense levels are counted in each of the appropriate levels.		

Assumptions, Notes and Calculations

ILLINOIS DEPARTMENT OF CORRECTIONS

Adult Population Data

FY85 - FY09

	FY85	FY86	FY87	FY88	FY89	FY90	FY91	FY92	FY93	FY94	FY95	FY96	FY97	FY98	FY99	FY00	FY01	FY02	FY03	FY04	FY05	FY06	FY07	FY08	FY09
Total Court Admissions	8,430	8,732	9,422	9,859	10,741	14,176	16,151	17,939	19,571	21,107	23,144	21,977	23,589	24,022	24,466	24,330	23,085	26,066	27,466	28,808	28,949	28,795	29,000	28,473	27,465
Change in Court Admissions		302	690	437	882	3,435	1,975	1,788	1,632	1,536	2,037	(1,167)	1,612	433	444	(136)	(1,245)	2,981	1,400	1,342	141	(154)	205	(527)	(1,008)
Percent Change in Court Admissions	0.6%	3.6%	7.9%	4.6%	8.9%	32.0%	13.9%	11.1%	9.1%	7.8%	9.7%	-5.0%	7.3%	1.8%	1.8%	-0.6%	-5.1%	12.9%	5.4%	4.9%	0.5%	-0.5%	0.7%	-1.8%	-3.5%
Total Exits	8,828	9,224	10,887	10,119	9,921	12,068	17,095	16,876	17,215	18,950	21,460	22,099	22,704	24,106	24,591	27,636	31,729	37,798	34,491	36,805	39,226	38,888	36,620	35,066	36,965
Change in Total Exits		396	1,663	(768)	(198)	2,147	5,027	(219)	339	1,735	2,510	639	605	1,402	485	3,045	4,093	6,069	(3,307)	2,314	2,421	(338)	(2,268)	(1,554)	1,899
Percent Change in Exits		4.5%	18.0%	-7.1%	-2.0%	21.6%	41.7%	-1.3%	2.0%	10.1%	13.2%	3.0%	2.7%	6.2%	2.0%	12.4%	14.8%	19.1%	-8.7%	6.7%	6.6%	-0.9%	-5.8%	-4.2%	5.4%

Average Time in Days Awarded per Exit

Meritorious	46	36	54	70	74	75	79	80	83	79	78	77	76	76	72	63	57	67	74	74	74	74	75	75	75
Supplemental Meritorious									35	57	67	64	62	59	58	55	48	44	57	58	58	59	60	61	60
Educ. Good Conduct Credit									1	4	6	5	2	2	1	1	0	0	0	0	0	0	0	0	0
Earned Good Conduct Credit											4	15	19	22	23	22	21	21	18	14	14	15	15	14	14
GED Completion																						1	1	1	1
Total Average Time Awarded	46	36	54	70	74	75	115	141	156	152	157	157	157	155	142	126	116	129	145	146	147	149	150	151	150

Adult Prison Population

End of Fiscal Year Adult Pop.	17,649	19,184	19,928	20,554	22,576	27,295	28,941	30,432	33,072	35,614	37,790	38,373	40,425	42,140	44,355	44,819	45,629	43,142	43,186	44,379	44,669	45,440	45,565	45,548	45,545
Change in Adult Population		1,535	744	626	2,022	4,719	1,646	1,491	2,640	2,542	2,176	583	2,052	1,715	2,215	464	810	(2,487)	44	1,193	290	771	125	(17)	(3)
Percent Change in Adult Population		8.7%	3.9%	3.1%	9.8%	20.9%	6.0%	5.2%	8.7%	7.7%	6.1%	1.5%	5.3%	4.2%	5.3%	1.0%	1.8%	-5.5%	0.1%	2.8%	0.7%	1.7%	0.3%	0.0%	0.0%
Avg. Daily Adult Population	17,041	18,513	19,546	20,060	21,271	24,698	27,769	29,293	31,699	34,455	36,752	37,916	39,213	41,028	43,250	44,850	45,368	44,176	43,039	43,639	44,448	45,173	45,402	45,297	45,551

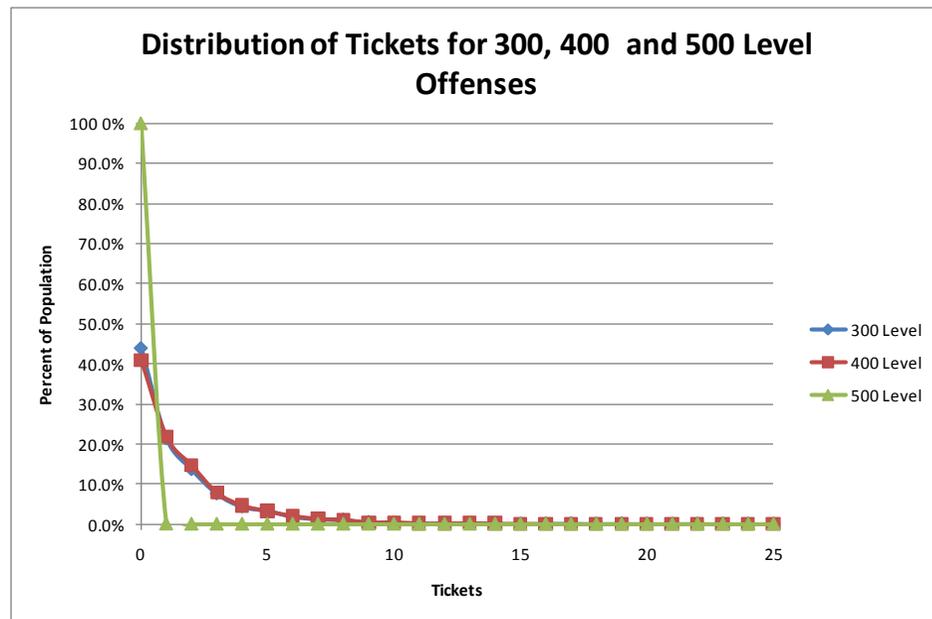
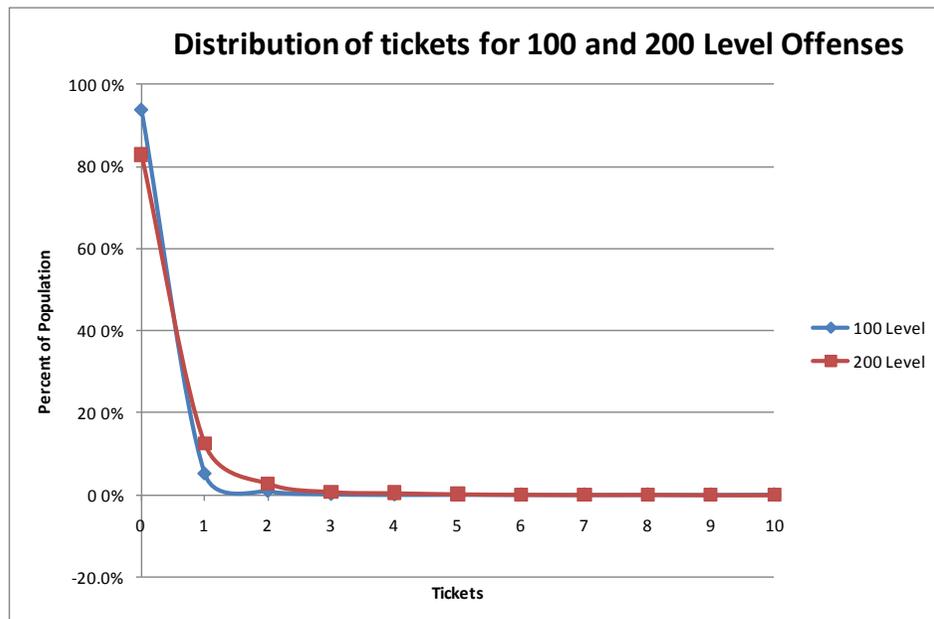
Assumptions, Notes and Calculations

ILLINOIS DEPARTMENT OF CORRECTIONS												
Final Disciplinary Tickets within First Year of Admission												
MGT Eligible Prison Population on 2/28/10 Admitted between 7/1/08 and 12/31/08												
Tickets by Disciplinary Offense Level												
Number of Tickets	100-Level Offense		200-Level Offense		300-Level Offense		400-Level Offense		500-Level Offense		Total Tickets	
	Inmates	Percent	Inmates	Percent								
0	2,572	93.8%	2,274	82.9%	1,208	44.1%	1,122	40.9%	2,741	100.0%	785	28.6%
1 or More	170	6.2%	468	17.1%	1,534	55.9%	1,620	59.1%	1	0.0%	1,957	71.4%
Total	2,742	100.0%	2,742	100.0%	2,742	100.0%	2,742	100.0%	2,742	100.0%	2,742	100.0%
Distribution of Tickets by Disciplinary Offense Level												
Number of Tickets	100-Level Offense		200-Level Offense		300-Level Offense		400-Level Offense		500-Level Offense		Total Tickets	
	Inmates	Percent	Inmates	Percent								
0	2,572	93.8%	2,274	82.9%	1,208	44.1%	1,122	40.9%	2,741	100.0%	785	28.6%
1	140	5.1%	343	12.5%	586	21.4%	597	21.8%	1	0.0%	534	19.5%
2	24	0.9%	77	2.8%	374	13.6%	402	14.7%	0	0.0%	412	15.0%
3	4	0.1%	21	0.8%	207	7.5%	215	7.8%	0	0.0%	266	9.7%
4	0	0.0%	13	0.5%	119	4.3%	129	4.7%	0	0.0%	205	7.5%
5	1	0.0%	6	0.2%	91	3.3%	90	3.3%	0	0.0%	115	4.2%
6	0	0.0%	3	0.1%	51	1.9%	57	2.1%	0	0.0%	102	3.7%
7	0	0.0%	1	0.0%	34	1.2%	38	1.4%	0	0.0%	69	2.5%
8	0	0.0%	2	0.1%	28	1.0%	31	1.1%	0	0.0%	77	2.8%
9	0	0.0%	0	0.0%	12	0.4%	13	0.5%	0	0.0%	42	1.5%
10	1	0.0%	0	0.0%	8	0.3%	14	0.5%	0	0.0%	36	1.3%
11	0	0.0%	1	0.0%	3	0.1%	7	0.3%	0	0.0%	17	0.6%
12	0	0.0%	0	0.0%	6	0.2%	5	0.2%	0	0.0%	18	0.7%
13	0	0.0%	0	0.0%	5	0.2%	8	0.3%	0	0.0%	7	0.3%
14	0	0.0%	0	0.0%	0	0.0%	5	0.2%	0	0.0%	10	0.4%
15	0	0.0%	0	0.0%	1	0.0%	3	0.1%	0	0.0%	15	0.5%
16	0	0.0%	0	0.0%	2	0.1%	2	0.1%	0	0.0%	8	0.3%
17	0	0.0%	0	0.0%	3	0.1%	1	0.0%	0	0.0%	4	0.1%
18	0	0.0%	0	0.0%	1	0.0%	0	0.0%	0	0.0%	1	0.0%
19	0	0.0%	0	0.0%	2	0.1%	0	0.0%	0	0.0%	6	0.2%
20	0	0.0%	0	0.0%	0	0.0%	1	0.0%	0	0.0%	6	0.2%
21	0	0.0%	0	0.0%	0	0.0%	1	0.0%	0	0.0%	2	0.1%
22	0	0.0%	0	0.0%	1	0.0%	1	0.0%	0	0.0%	0	0.0%
23	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
24	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	2	0.1%
25	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
26	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	1	0.0%
27	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
28	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	1	0.0%
29	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
30	0	0.0%	1	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
51	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	1	0.0%
Total	2,742	100.0%	2,742	100.0%	2,742	100.0%	2,742	100.0%	2,742	100.0%	2,742	100.0%

Note: Inmates may have tickets with multiple offense levels. Tickets with multiple offense levels are counted in each of the appropriate levels.



Assumptions, Notes and Calculations



Assumptions, Notes and Calculations

Calculations for High Inmate Release

FY09TotalExits 36965
 FY09QualifiedExits 24172
 AverageAward 156
 LagFunction 0.1
 TotalDaysSaved $\frac{\text{FY09QualifiedExits} \times \text{AverageAward}}{\text{LagFunction}}$
 TotalDaysSaved 3770832
 TrueBedSaved $\frac{\text{TotalDaysSaved} \times (1 - \text{LagFunction})}{365}$
 TrueBedSaved 9297.94
 PerCapitaAnnual $\frac{\text{TrueBedSaved}}{\text{FY09TotalExits}}$ 24899
 PerCapitaAnnual 231509455.81
 Marginal $\frac{\text{TrueBedSaved}}{\text{FY09TotalExits}}$ 5000
 Marginal 46489709.59
 Construction_Xhouse $\frac{\text{TrueBedSaved}}{\text{FY09TotalExits}}$ 40000
 Construction_Xhouse 371917676.71
 Construction_full $\frac{\text{TrueBedSaved}}{\text{FY09TotalExits}}$ 80000
 Construction_full 743835353.42

Calculations for Sample Population and Impact

Sample_FullViolatingInmates 690
 Sample_QualifiedInmates 2742
 Proportion $\frac{\text{Sample_FullViolatingInmates}}{\text{Sample_QualifiedInmates}}$
 Proportion 0.25
 Impact $\text{Proportion} \times \text{FY09QualifiedExits}$
 Impact 6082.67
 Proportion2 $\frac{\text{Impact}}{\text{FY09TotalExits}}$
 Proportion2 0.16

Assumptions, Notes and Calculations

- Calculation of costs impacts

	High Inmate Release-- Meet new behavioral eligibility and determination factors (100 level, 200 level and fighting do not occur)	Midpoint-- (calculated as the average of "High" and "Low")	Midpoint-- (calculated as the average of "High" and "Low")	Low Inmate Release-- Violates new behavioral eligibility and determination factors at historical rates (100 level, 200 level and fighting occur at the historical rates)	Low Inmate Release-- Violates new behavioral eligibility and determination factors at historical rates (100 level, 200 level and fighting occur at the historical rates)
			Incremental		Incremental
Qualified Exits	24,172	21,131	3,042	18,089	6,083
Average Award	156	156	-	156	-
Total Days Saved	3,770,832	3,296,358	474,474	2,821,884	948,948
Beds Saved	10,331	9,031	1,300	7,731	2,600
Lag Function	0.10			0.10	
True Bed Saved	9,298	8,128	1,170	6,958	2,340
			-		-
Per Capita	24,899	24,899	-	24,899	-
Marginal	5,000	5,000	-	5,000	-
Construction (1-X house)	40,000	40,000	-	40,000	-
Construction (full facility)	80,000	80,000	-	80,000	-
			-		-
Per Capita annual	231,509,456	202,379,222	29,130,234	173,248,988	58,260,467
Marginal	46,489,710	40,640,030	5,849,679	34,790,351	11,699,359
Construction (1-X house)	371,917,677	325,120,241	46,797,436	278,322,805	93,594,871
Construction (full facility)	743,835,353	650,240,482	93,594,871	556,645,611	187,189,742

Assumptions, Notes and Calculations

- Calculations of behavior study.

	Inmates	% of sample	FY 2009 qualifi	impact	% of total pop	difference	% calculation
Total Exist	36,965						
Total Inmates	2742						
100 level offenses	170	6%	24,172	1,499	4%	22,673	61%
100 or 200 level offenses	546	20%	24,172	4,813	13%	19,359	52%
100, 200 or fighting	690	25%	24,172	6,083	16%	18,089	49%

BENCHMARKING

Further Reading

As part of the research, we identified several relevant reports that may assist the Department in further policy formulation

Title	Link
2006 Crime and Justice Index	http://www.chicagometropolis2020.org/documents/2006CrimeandJusticeIndex.pdf
The fiscal crisis in corrections: rethinking policies and practices	http://www.vera.org/files/The-fiscal-crisis-in-corrections_July-2009.pdf
Pruning Prisons: How Cutting Corrections Can Save Money and Protect Public Safety	http://www.justicepolicy.org/images/upload/09_05_REP_PruningPrisons_AC_PS.pdf
Do Reentry Courts Reduce Recidivism?	http://www.communityjustice.org/uploads/documents/Reentry_Evaluation.pdf
Other news stories	http://www.npr.org/templates/story/story.php?storyId=125090707 http://www.nytimes.com/2010/03/24/us/24calprisons.html?scp=1&sq=prison%20california&st=cse

APPENDIX: CURRENT & FUTURE PROCESSES

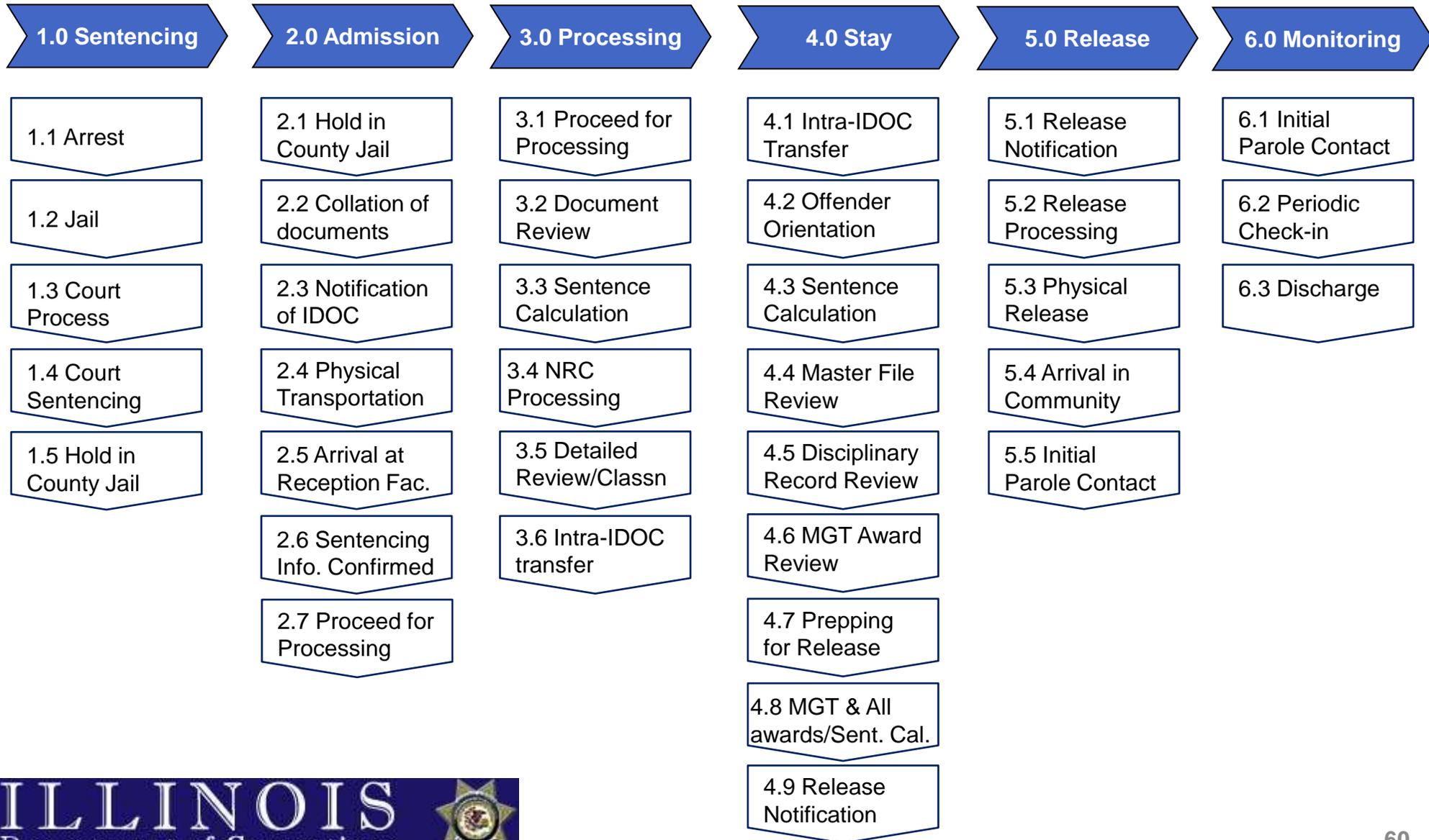
Process Observations from facilities visits and interviews

As we mapped the processes we identified issues as reported to us from DOC staff

Processes	Gaps	Impact of Gaps
Sentencing		
Admission	<ul style="list-style-type: none"> ▶ Incomplete documentation from counties ▶ Significant variance between notification forecast and actual number of transfer population ▶ Errors in sentencing orders, and other documents ▶ Manual entry of sentencing order 	
Processing	<ul style="list-style-type: none"> ▶ High Record staff turnover ▶ Manual calculation of sentencing order ▶ Interpretation required of ambiguous sentencing orders ▶ Limited IT system support for Record Officers ▶ Insufficient Record office staff 	<ul style="list-style-type: none"> ▶ Slows down process with cost & efficiency implications ▶ Increases risk of computational and input errors ▶ Increases risk of error and exposes IDOC to lawsuits ▶ Forces repetition of calculation at every transfer ▶ Increases processing time for MGT award
Stay	<ul style="list-style-type: none"> ▶ Error in R&C calculation ▶ Incomplete documentation from R&C ▶ Limited IT system support for facility officers ▶ Frequent change in statutes ▶ Calculation sheets are paper-based and manual ▶ Frequent manual re-calculations due to loss and reinstatement of GCC and intra-facility transfers ▶ MGT and SMGT awards were provided without strict application of a determination criteria and process differed significantly across facilities ▶ OTS occasionally misses ineligible offenders 	<ul style="list-style-type: none"> ▶ Forces re-calculation of all inmates sentences ▶ Impeded MGT calculation and/or awards ▶ Impedes internal and external communications ▶ Reduces cross-functional roles among records staff ▶ Increases processing time and risk of computational error ▶ Creates backlog in the system ▶ Exposes IDOC to more public criticism, lawsuits, and requires more time for judgment calls ▶ Increases risk of error and forces higher level (TCO) review that slows down process
Release	<ul style="list-style-type: none"> ▶ 14-days release notification requirement challenged by indeterminate host sites, sentence recalculation, etc ▶ Manual calculation of release date 	<ul style="list-style-type: none"> ▶ Increases risk to public safety and exposure to criticism ▶ Increases risk of too early release
Monitoring		

High level process

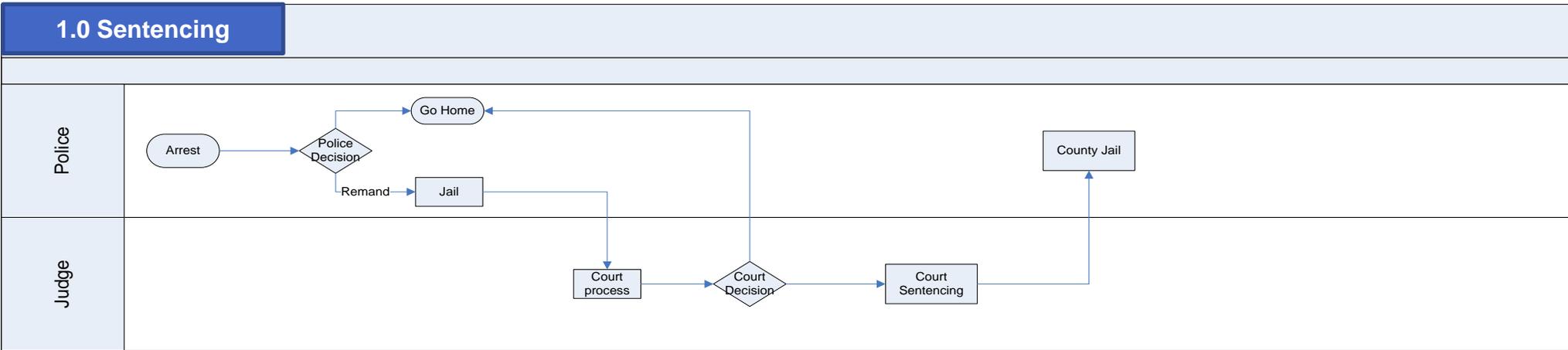
We developed processes maps through extensive interviews and facility visits



Sentencing

This occurs outside of IDOC

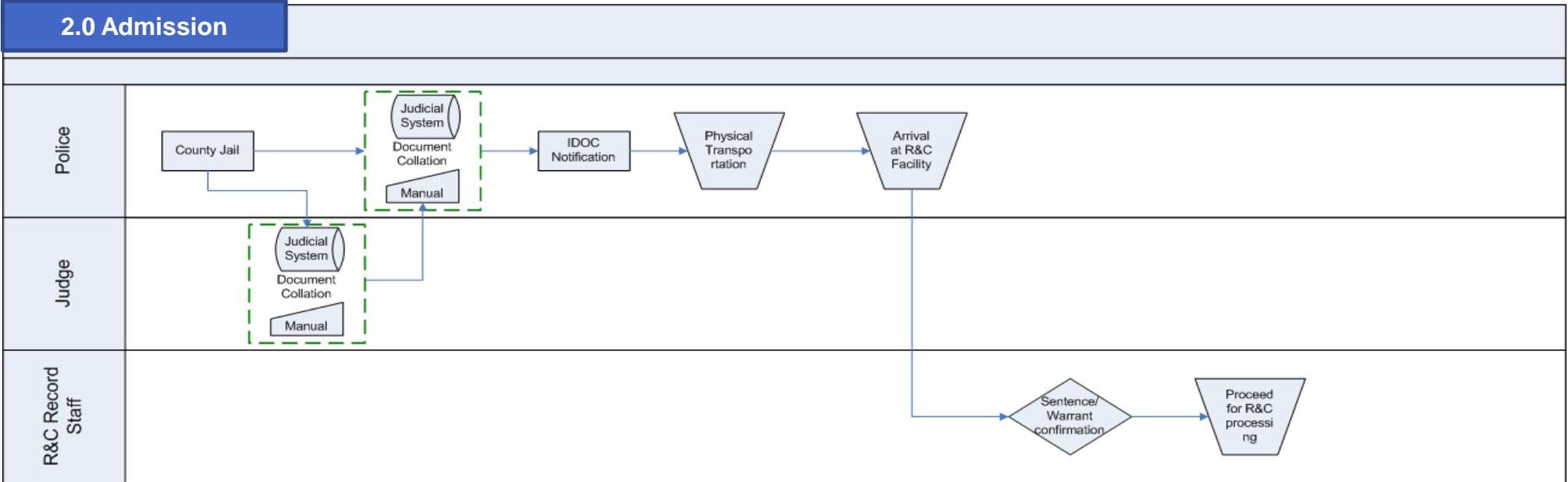
1.0 Sentencing



Activity	Office/ Officer Responsible	As Is	To Be (Short Term)
Arrest	Police	Non-IDOC process	No Change
Jail	Police	Non-IDOC process	No Change
Court Process	Judiciary system	Non-IDOC process	No Change
Court Sentencing	Judiciary system	Non-IDOC process	No Change
County Jail	Police	Non-IDOC process	No Change

Admission

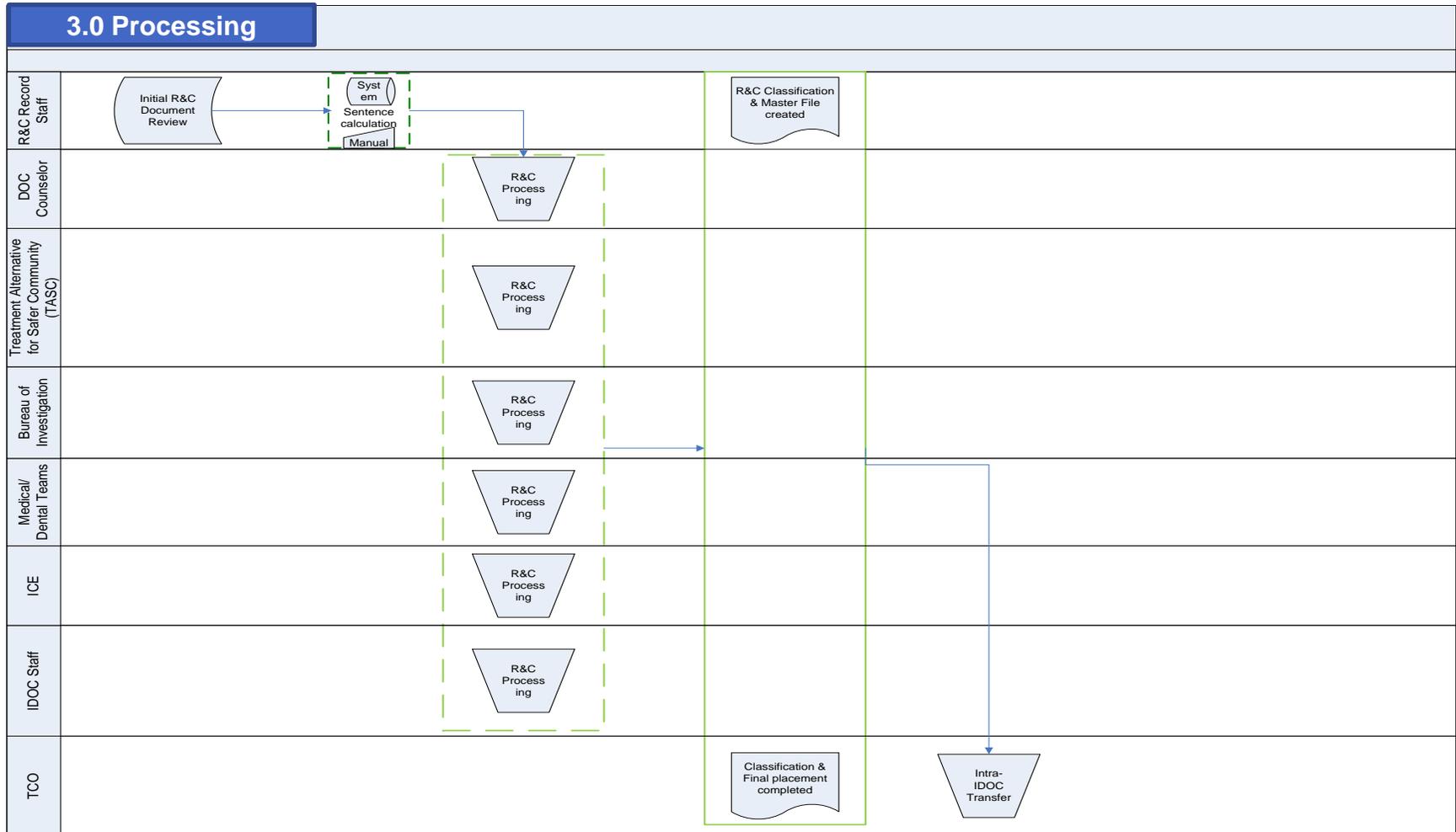
Challenges to this process include errors in sentencing order and incomplete documentation



Activity	Office/ Officer Responsible	As Is	To Be (Short Term)
County Jail	County/ Police	Non-IDOC process	No Change
Collation of sentencing order/ document	Judicial System	Sentencing order is entered into the judicial system Copy of sentencing order is given to the county/ police	No Change No Change
Collation of sentencing details, statement of facts, medical records, disciplinary records, and all documents required by IDOC	County/ Police	Transferees usually arrive with incomplete documentation	Enforce documentation completion deadlines with counties
IDOC Notification	County/ Police	Call is placed to TCO 24 hours before transfer of inmates to R&C Significant variance between projected, and actual population of transferred inmates	E-mails to be sent along with phone calls
Physical Transportation	County/ Police	By bus	No Change
Arrival at R&C Center	County/ Police	Transferees are taken to nearest R&C center	No Change
Sentence/ Warrant confirmation	R&C records staff	TCO calls R&C center with transfer notification R&C center record staff manually verifies transferees' sentencing order or warrant	E-mails notification to be sent along with phone calls No Change

Processing

Challenges to processing includes manual calculation of sentencing orders and Limited IT support



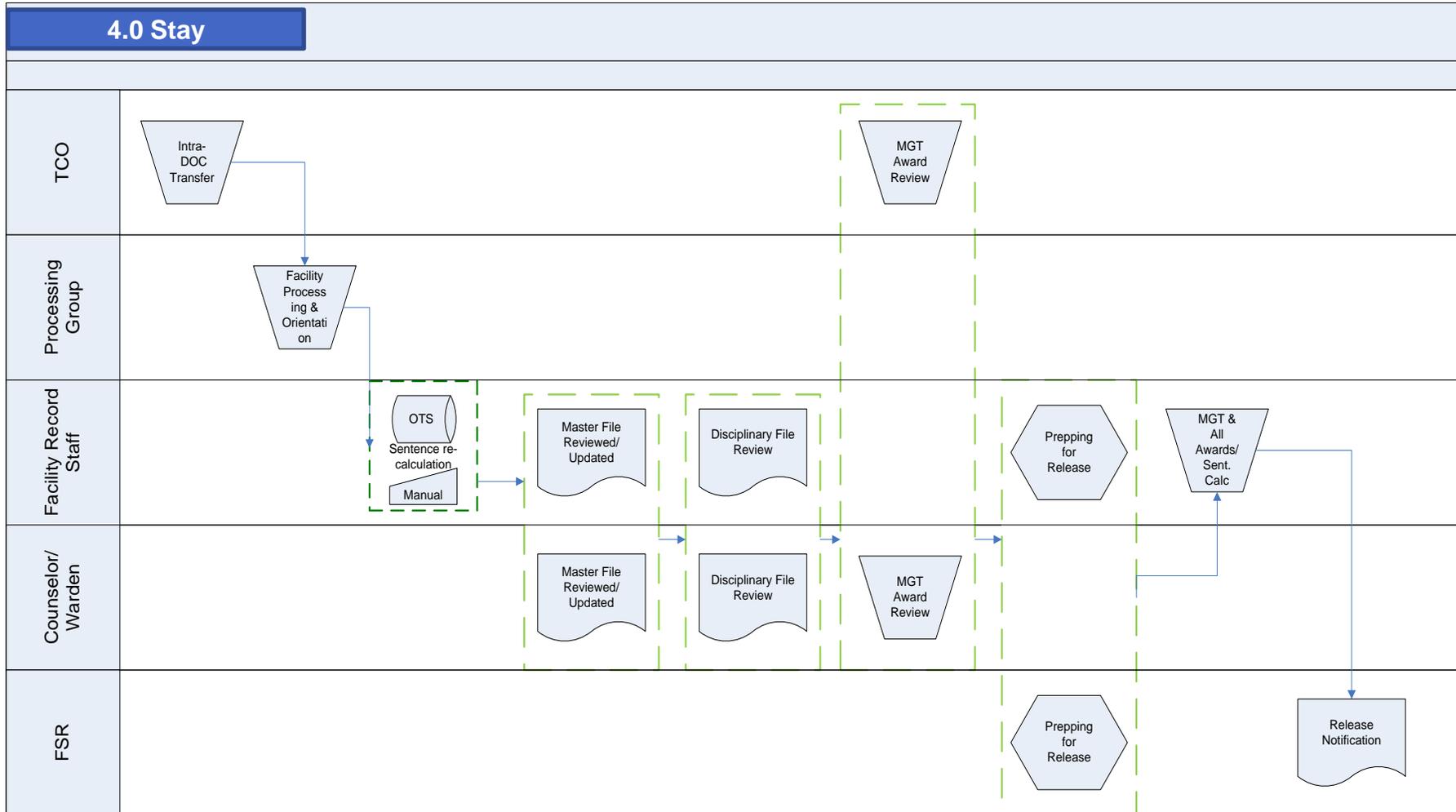
Processing cont'd

Challenges to processing includes manual calculation of sentencing orders and Limited IT support

Activity	Office/ Officer Responsible	As Is	To Be (Short Term)
Initial R&C center document review	R&C center records officer	Manually reviews sentencing order or warrant, medical record, disciplinary record, statement of fact, etc	No Change
		Follow up with counties/ police for outstanding documents	Strictly enforces document completion deadlines with counties/ police
Sentence calculation	R&C center records staff	Sentence is calculated manually	No Change
		GCC is applied if offense is eligible	No Change
Processing	Counselor, TASC, B of I, Medical & Dental team, ICE, IDOC staff	R&C processing as described in R&C process map	No Change
R&C classification and creation of master file	R&C records office	Inmate is manually classified based on sentencing order	No Change
		Paper master file is created	No Change
Final Classification/ placement decision	TCO	Classification packets mailed/ delivered daily to TCO for manual review and final determination	Manual review and classification documents for final placement determination
Intra-IDOC transfer	TCO	By bus	No Change

Stay

Limited IT support, and inconsistent MGT award process are some of the challenges during stay



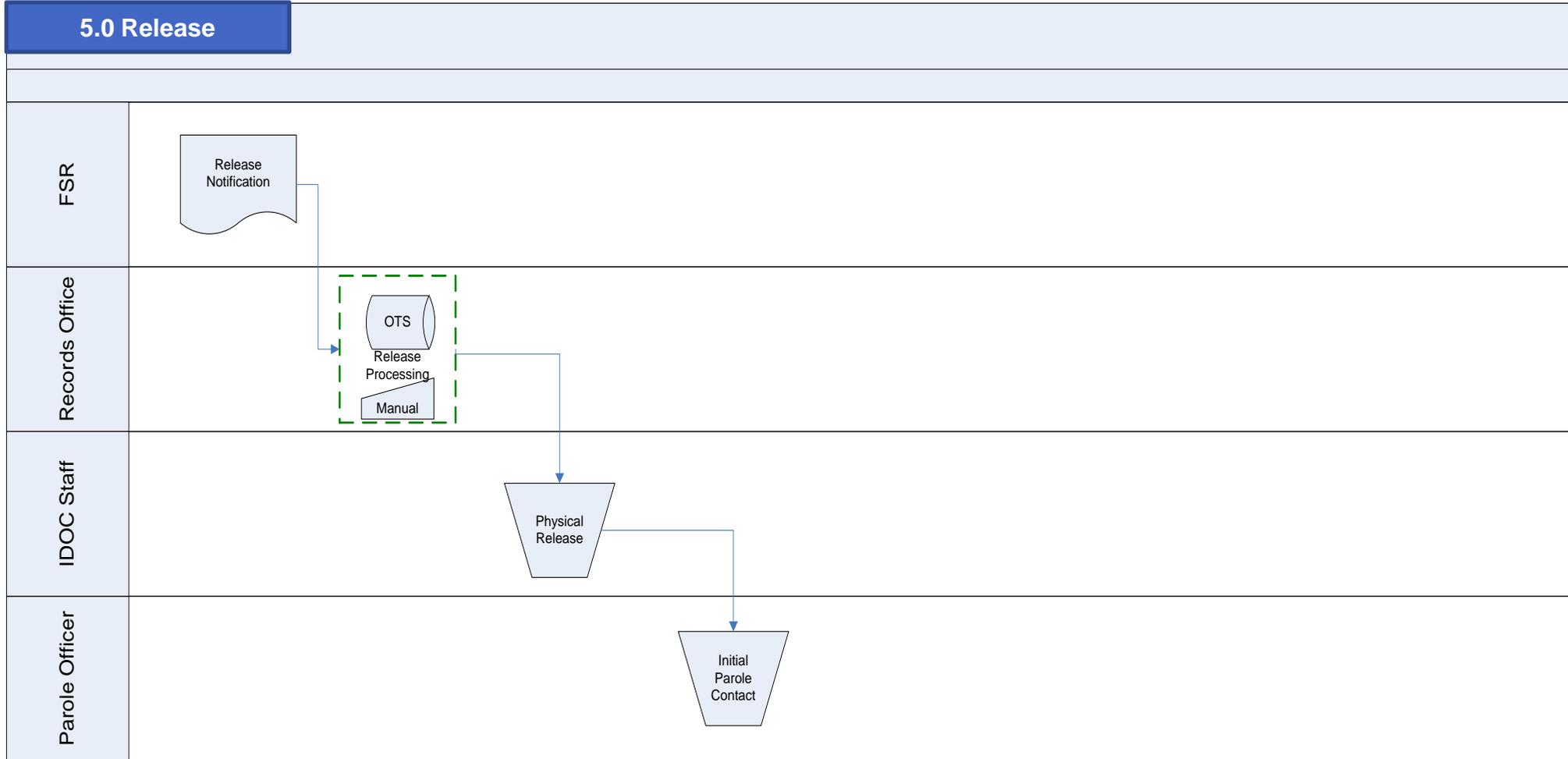
Stay cont'd

Limited IT support, and inconsistent MGT award process are some of the challenges during stay

Activity	Office/ Officer Responsible	As Is	To Be (Short Term)
Intra-IDOC transfer	TCO	By bus	No Change
Processing	Counselor, TASC, B of I, Medical & Dental team, ICE, IDOC staff	Facility processing as described in R&C process map which is same at facilities	No Change
Sentence recalculation	Facility records staff	Sentence is re-calculated manually	No Change
		GCC is re-calculated	No Change
		Jail credit is applied manually	No Change
Master file reviewed and updated	Facility records staff/ Counselor/ Warden	Medical record, disciplinary record, sentencing order, statement of facts, and all master file documents are manually reviewed and updated as required	No Change
MGT award review	Counselor - Counselor Supervisor - Warden - TCO	MGT award approval chain: Counselor - Counselor Supervisor - Warden - TCO	MGT award approval chain to include Chief Public safety officer: Counselor - Counselor Supervisor - Warden - TCO - Chief Public safety Officer
Prepare for release	Facility records officer	Manually applies MGT/SMGT award and updates inmate file for release	Manually applies provisional MGT award, and notifies FSR to comply with minimum 14-days release notification statute. Release date report maybe run to notify FSR
MGT/ All awards sentence recalculated	Facility records staff	Facility record staff makes final manual sentence recalculation, and runs checks perhaps inmate has outstanding warrants	No Change
Release notification	FSR	FSR manually sends out release notification to state attorney, sheriff of committing and release counties, etc and makes an effort to comply with the statute that requires such notice be sent out not later than 14 days before inmate is released	FSR to manually and electronically send out release notification to state attorney, sheriff of committing and release counties, including an "indeterminate host site list" to all counties sheriff, and state attorney. This notice to be sent out not later than 14 days before inmate is released with a 30 days rolling forecast to be included
		FSR manually sends out release notification to crime victim on request not later than 30 days before inmate is released	No Change

Release

Complying with the statutory minimum 14 days notice of release is a big challenge for the IDOC



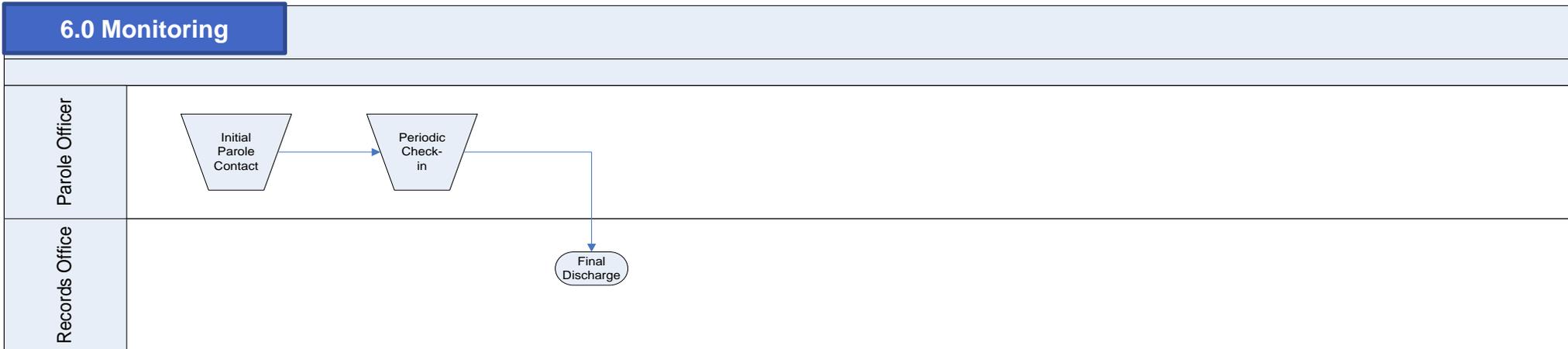
Release cont'd

Complying with the statutory minimum 14 days notice of release is a significant challenge for the IDOC

Activity	Office/ Officer Responsible	As Is	To Be (Short Term)
Release notification	FSR/ Records Office	FSR manually sends out release notification to state attorney, sheriff of committing and release counties, etc and makes an effort to comply with the status that requires such notice be sent out not later than 14 days before inmate is released	FSR to manually and electronically send out release notification to state attorney, sheriff of committing and release counties, including an "indeterminate host site list" to all counties sheriff, and state attorney. This notice to be sent out not later than 14 days before inmate is released with a 30 days rolling forecast to be included
		FSR manually sends out release notification to crime victim on request not later than 30 days before inmate is released	No Change
Release processing	Records office	Inmate clears with property office, trust office, signs release papers, and completes all requirements as stipulated in the release checklist	No Change
Release Certification	Warden		Warden certifies that all contingencies precedent for MGT award are met on advice from records office, or refers file with disciplinary issues to CPSO
Physical release	FSR	Inmate is handed over to family at facility, or given a bus ticket to go home	No Change
Initial parole contact	Parole officer	MSR calls AMS 24 hours after release	No Change
		MSR makes physical contact with parole officer 72 hours after release	No Change

Monitoring

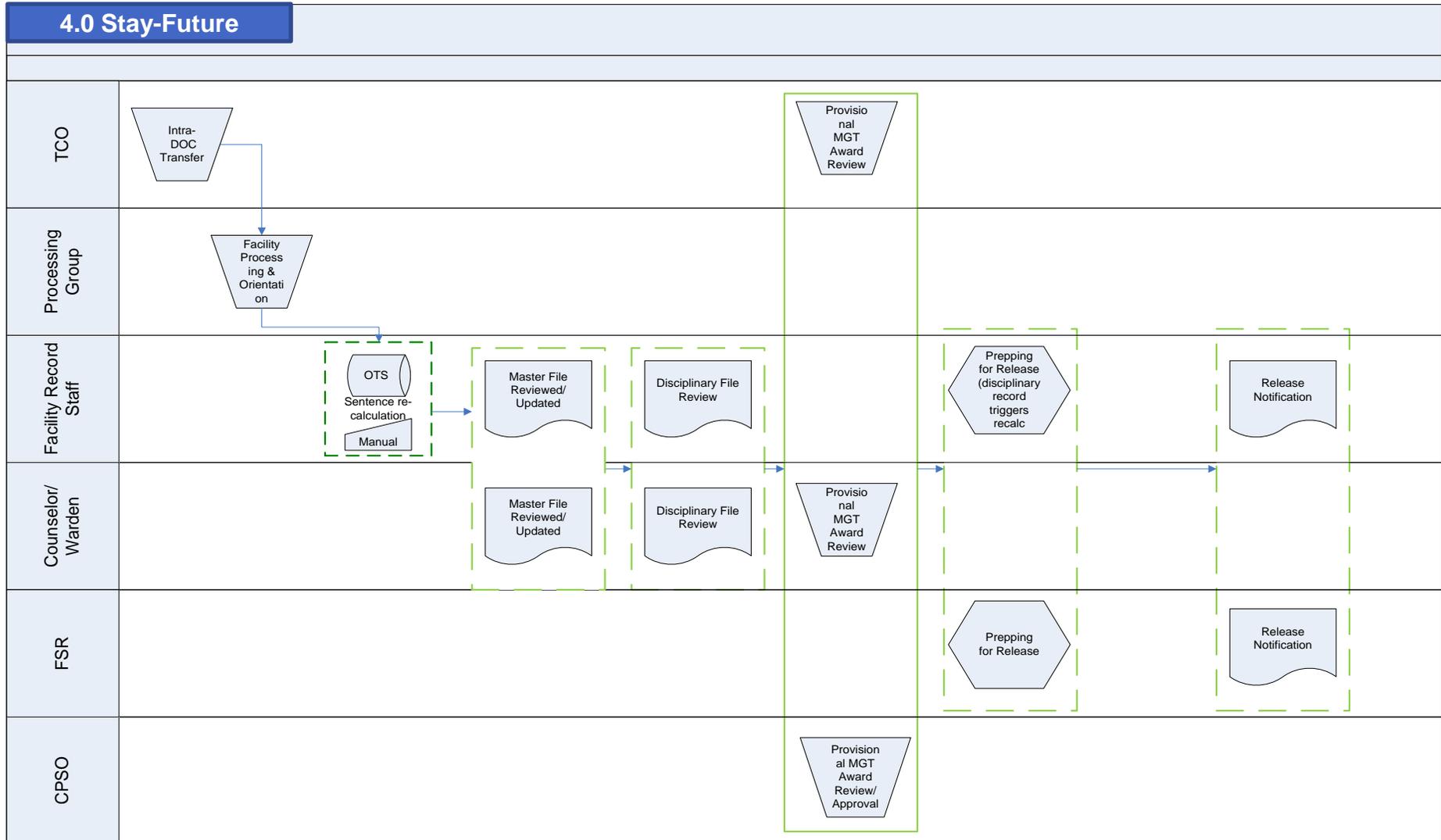
There are significant challenges to the present process of monitoring MSRs



Activity	Office/ Officer Responsible	As Is	To Be (Short Term)
Initial parole contact	Parole officer	MSR calls AMS 24 hours after release	No Change
		MSR makes physical contact with parole officer 72 hours after release	No Change
Periodic check-in	Parole officer	MSR to check in with parole officer as stated in release document	No Change
Final discharge	Records office	Record office updates record to reflect discharge	No Change

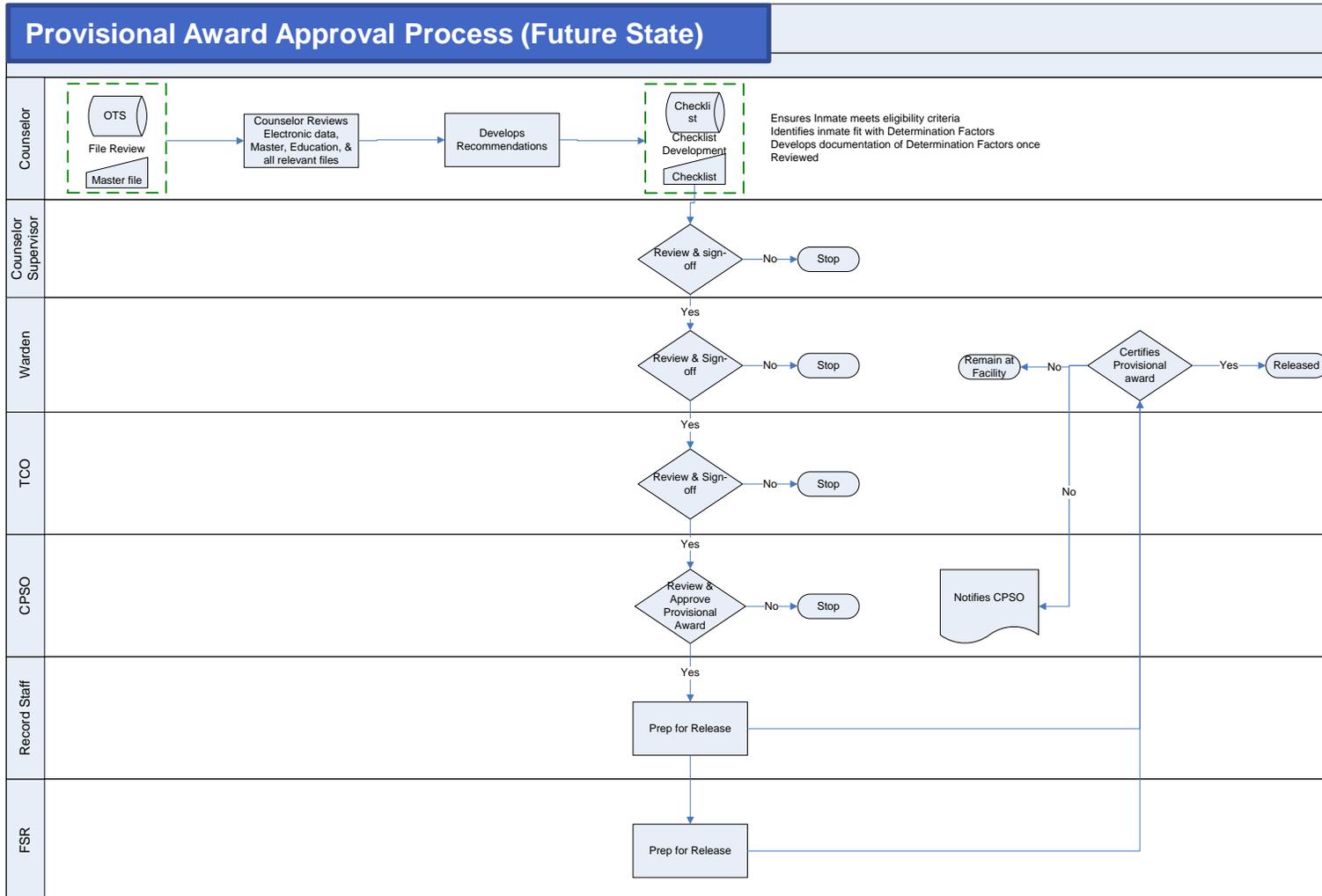
Stay-Future

Limited IT support will be a challenge during stay when the policy is re-introduced



Provisional Award Approval Process (Future)

The new process shifts accountability for MGT award from the Transfer Coordinator's Office to the Chief Public Safety Officer



RASCI for MGT-specific processes

Main MGT Relevant Sub-Processes	R&C Record Staff/Office	R&C Processing Group	Records Office	Facility Processing Group	Counselor	IDOC Staff	Warden	TCO	Field Services Rep	Chief Public Safety Officer
2.5 Arrival at Reception Facility	A/R									
2.6 Sentencing Info Confirmed	A/R									
2.7/3.1 Proceed for Processing		A/R								
3.2 Document Review	A/R									
3.3 Sentence Calculation	A/R									
3.4 Proceed for Processing		A				R				
3.5 Document Review/Classification	C	R				R				
3.6/4.1 Intra-IDOC Transfer	C	R						A		
4.2 Offender Orientation					R	A				
4.3 Sentence Calculation			A/R							
4.4 Master File Review			C		R		I			
4.5 Disciplinary Record Review			A		R			(I)		
4.6 MGT Award Review			S		R		(C)	A (I)		(A)
4.7 Prepping for Release			A/R		(I)		I		C	
4.8 MGT & all Awards/Sent Calcs			A/R				(S)		(I)	
4.9/5.1 Release Notification							A		R	(I)
5.2 Release Processing			A						A/R	

R = Responsible - owns the problem / project

A = to whom "R" is Accountable - who must sign off (Approve) on work before it is effective

S = Supportive - can provide resources or can play a supporting role in implementation

C = to be Consulted - has information and/or capability necessary to complete the work

I = to be Informed - must be notified of results, but need not be consulted

(X) = Future State

APPENDIX-PROCESS MAPPING

Why we process map

We map to:

- Describe current and future processes
- Enable clear customer focus
- Reduce barriers between functions
- Establish clear ownership
- Synchronize and visualize
- Visualize the link between material flow and information flow
- Establish a common understanding
- Create a baseline for competitive strengths

Process maps identify:

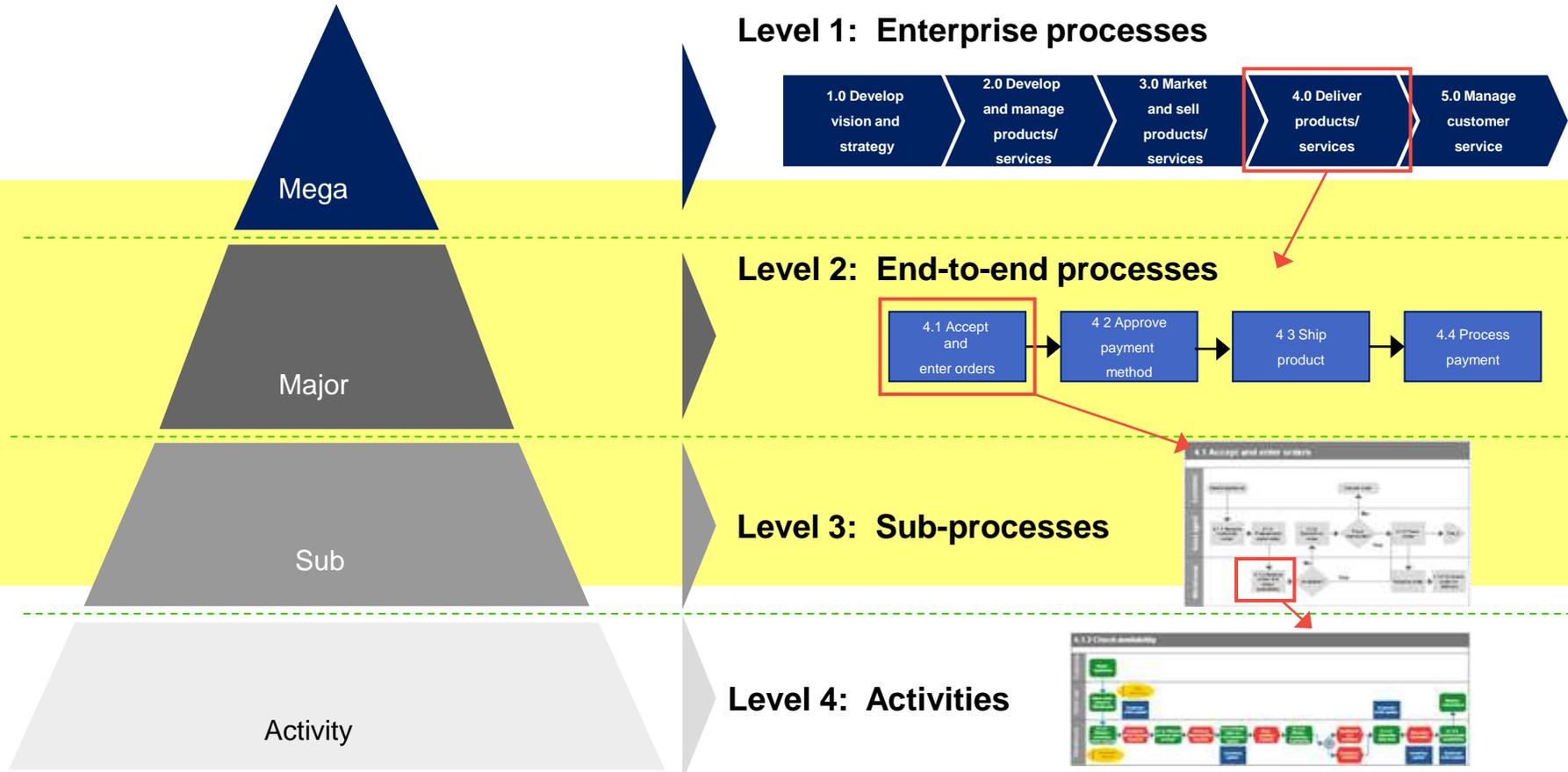
- Bottlenecks
- Redundancies
- Forms and reports
- Key decision points
- Risks and responsibilities
- Key inputs and outputs

Remember:

- Create process maps at the level of detail necessary to conduct the intended analysis
- Do not go deeper

Levels of Process Mapping

Our process mapping focuses on Level 2 and Level 3



Example of Sub-processes Mapping

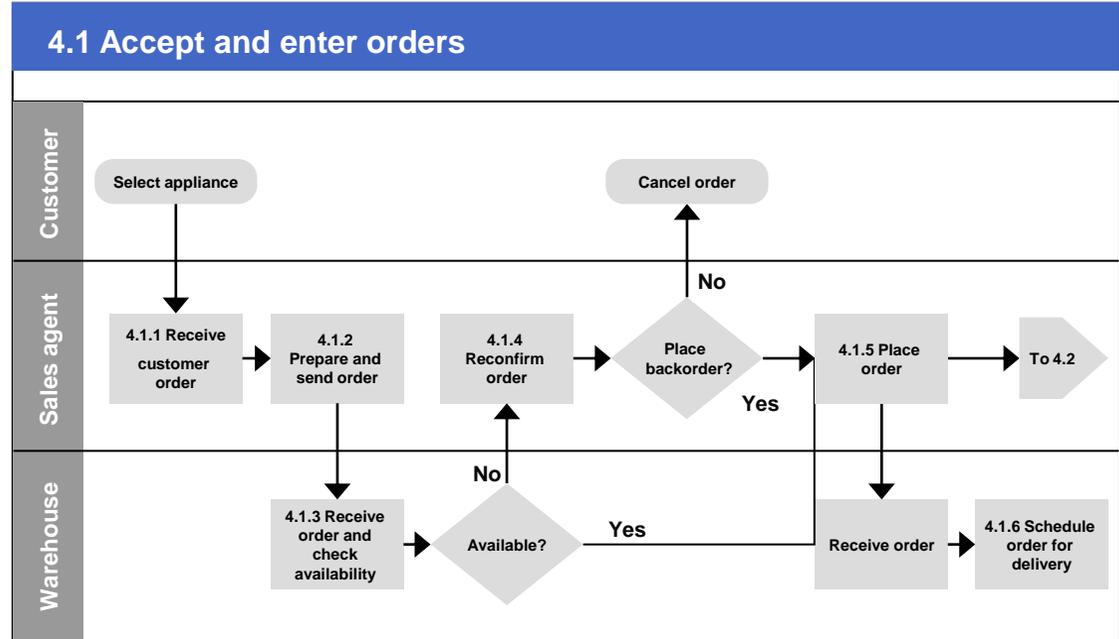
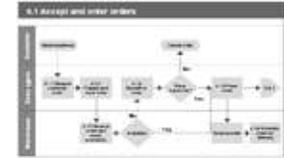
Level 3 processes

Visible steps taken by each function

Interactions and interdependencies

Purpose

Investigate the potential areas where quality issues and non-value-adding work exist



Standard Process Mapping Shapes

