

THOMAS J. DART
SHERIFF



SOJOURNER COLBERT
CHIEF FINANCIAL OFFICER

JILL MCARDLE
BUDGET DIRECTOR

TIMOTHY KINSELLA
DEPUTY BUDGET DIRECTOR

**SHERIFF'S OFFICE OF COOK COUNTY, ILLINOIS
DEPARTMENT OF FISCAL ADMINISTRATION**

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To: Honorable John P. Daley, *Chairman, Finance Committee*

From: Sojourner Colbert, *Chief Financial Officer*
Cook County Sheriff's Office

CC: Annette C.M. Guzman, *Budget Director*
Department of Budget & Management Services

Date: August 4, 2021

Re: Request for Information from FY2021 Mid-Year Budget Hearing

The following information is provided in response to questions posed at our department's hearing held on July 21, 2021 to discuss our FY2021 Mid-Year Budget position.

I. Request ID #1210-04

Commissioner Johnson asked for a list of service providers available to the community as part of the Community Resource Center Program.

Response:

Please see attached for more information regarding the Community Resource Center, as well as a list of service providers.

II. Request ID #1210-15

Commissioner Anaya asked for the Electronic Monitoring Evaluation Report to be sent to all Commissioners.

Response:

The Electronic Monitoring Evaluation Report has not been completed. We expect it to be completed in the next few weeks, and it will be made available at that time.



III. Request ID #1210-17

Commissioner Degnen asked for a contact within the Sheriff's Office to work with and obtain feedback on initiatives to obtain funding for programs to address mental health.

Response:

Since Sheriff Dart became Sheriff in 2006, he has brought the issue of mental illness in the criminal justice system to the forefront of public discussion. For years, the Sheriff's Office has provided behavioral health programs and services to the detained population with mental health needs. These programs would not be available to the individuals detained if we were not offering them. Our behavioral health programs include two substance use recovery programs (SMART and THRIVE), an Intensive Outpatient Mental Health Program design (MHTC) and an Antiviolence program (SAVE). Additional programs are facilitated to support wellness and mental health for others in custody. Many of those programs are supported by our community partners and volunteers (e.g., Contextos, yoga, AA/NA). The Sheriff's Office has also invested in non-traditional law enforcement programs to address mental health issues in our communities. The Sheriff has launched two community-based programs to assist individuals with mental health services. The Treatment Response Team (TRT) was launched in 2019 with a goal of tackling the opioid crisis and providing aggressive outreach and interventions for individuals and families seeking help with mental health and substance abuse disorders. TRT is a co-responder model (clinician and law enforcement team) that creates community-based pathways to treatment. The Community Resource Center (CRC) was launched in 2020 with a goal of building resilience and increasing access to quality social services for persons and communities historically under-served. We thank you for your support on these critically important initiatives.

The Sheriff's Office contact people for mental health programs are Dr. Jane Gubser, Jane.gubser@ccsheriff.org and Becky Levin, Rebecca.levin@ccsheriff.org.

IV. Request ID #1210-20

Commissioner Moore asked the if the Sheriff's Office tracked the number of guns taken off the street [in Cook County] each month.

Response:

The Cook County Sheriff's Police Street Crime Suppression Team and the Electronic Monitoring Gun Team work vigorously to take as many guns off the street as possible. Over the last 4 months, they have removed an average of 80 guns per month, and nearly 700 over the past year.

V. Request ID #1210-21

Commissioner Moore asked if the Sheriff's Office had statistics on the Mental Health Clinic in the Roseland Community, a 2017 partnership with the County Board President, CCH, and City of Chicago.

Response: When the Roseland Community Triage Center (CTC) was established in 2017, the Sheriff's Office of Mental Health Policy and Advocacy reached out and learned that the CTC could not accept individuals who were agitated or acting aggressively. With the subsequent launch of the Treatment Response Team (TRT) in 2019 and Community Resource Center (CRC) in 2020, CCSO established in-house resources to provide crisis response when public safety is at risk. Like the CTC, the TRT and CRC focus on stabilizing individuals and then connecting them to community-based treatment providers. Based on our conversations with the President's Office and Commissioners, we have referred individuals to the Roseland Triage Center. For statistics, please contact the Roseland Triage Center as they do not share that information with us.

VI. Request ID #1210-25

Commissioner Sims asked can something be put out from a County perspective to let the public know about the Mental Health Clinic in Roseland from the partnership with the County Board President, CCH, and City of Chicago.

Response:

The Sheriff's Office fully supports informing the public about the Mental Health Clinic in Roseland, as well as all resources available to the residents of Cook County. We have handed out flyers and verbally informed people of the service. We have also referred individuals to Roseland. We will continue to inform people of this service.

VII. Request ID #1210-26

Commissioner Daley asked what the dollar value is that is owed by the State for State detainees housed in the Cook County Department of Corrections (CCDOC).

Response:

In order to calculate a dollar value owed, we used the most recent CCDOC cost study that the County Industrial Engineers did using FY18 data. The amount to house an individual in the CCDOC from the study is \$240/day for the entire County. This includes non-Sheriff's Office costs such as infrastructure, building capitalization, utilities, and medical and mental health services for detainees. Please see attached for entire cost study. Based on this figure, we estimate that the State owes the County \$72M since the start of the pandemic through today. However, this amount may be offset by reimbursements that have been made to the County from the CARES Act and FEMA.

VIII. Request ID #1210 Use of Force Policy

Commissioner Britton has requested the attached Cook County Sheriff's Office Use of Force Policy.

Response:

The Cook County Sheriff's Office recently updated its policy based on the *SAFE-T Act, Criminal Justice Reform Bill* that went into effect on July 1, 2021. The Sheriff's Office Use of Force Policy already covered the topics included in the Act. However, the Sheriff's Office updated language for consistency with the Act, specifically for Use of Force when making an arrest, duty to intervene and rendering aid, as well as the new targeting areas consideration (electronic & kinetic weapons usage.)

The Sheriff's Office Use of Force Review Unit is nationally recognized by the US Department of Justice. Sheriff Dart and his team have spent years creating key elements such as monitoring, training focusing on de-escalation tactics, enforcement/accountability, and tracking as it relates to Use of Force incidents. The Sheriff's Office has previously sent to all Commissioners the attached article that provides a thorough summary of the Unit and good work the Sheriff's Office continues to do in this area. The Sheriff's Office is willing to share our policy and training with other law enforcement agencies.



Contact us: 773-405-5116 | ccso.resourcecenter@ccsheriff.org
<http://www.cookcountysheriff.org/crc>

Hours: Monday-Friday, 7:00am-5:00pm (closed for Cook County holidays)

The Cook County Sheriff's Office (CCSO) knows that social service needs, and quality-of-life issues are faced every day by many, and simply connecting with assistance can be challenging. To address these issues, and in direct response to hardships created by the COVID-19 pandemic, Sheriff Tom Dart launched a virtual **Community Resource Center (CRC)**. The CRC serves all members of the public, regardless of their involvement in the criminal justice system. Initially the Center is operating virtually and eventually will operate from a physical facility. Through the Center, individuals who come into contact with CCSO—including people being released from the Jail, families facing eviction, and individuals on Electronic Monitoring—receive outreach from Center staff and are connected to needed resources in their communities. The CRC leverages new and existing community partnerships to provide linkages to members of the community. CRC staff specialty areas of expertise include case management, evictions, domestic violence/survivor support, counseling, substance use, and advocacy.

Target Population/Type of Service

Reentry: Within 48 hours of leaving the Jail, the CRC calls every person released from the Jail and offers them and their families linkage to services such as employment, food and housing, health care and mental health care. The CRC “meets people where they are” to provide the connections they need when they need them. Reentry services began when the CRC launched on September 23, 2020.



Electronic Monitoring Case Management: Since the launch of the Center, CRC staff has been working closely with CCSO Community Corrections to provide case management services to individuals currently on electronic monitoring.



Discharge Housing: Beginning in April 2021, the new Discharge Housing Team has been working nontraditional hours in the Jail discharge lounge to assist with providing detainees being discharged from the jail with referrals, clothing, and toiletries.



SAFE (Sheriff's Assistance for Evictions): CCSO has provided social services to families facing eviction since 2009, and SAFE became part of the CRC in February 2021. This specialized team within CRC provides assistance to individuals who are elderly, mentally ill, physically disabled and families with very young children who are facing evictions.



Domestic Violence Specialists: CCSO created a team of Domestic Violence Specialists in December 2019, and they became part of the CRC in April 2021. They provide support to victims of domestic violence including navigation of health insurance, referrals to shelters, and connections to counseling.



Service Statistics (as of 6/24/21)

14,990 outreach calls made
11,187 people called
1,713 people accepted services
291 people receiving ongoing services

75 current EM case management clients
407 EM case management clients total since CRC launch

109 total people assisted
14 housing referrals and supports provided by the Discharge Housing staff.
90 people who are frequently incarcerated linked to the Safety & Justice Challenge partnership with Safer Foundation

381 Emergency Evictions completed
22 people hospitalized for crisis
1 person placed in a nursing home.
606 calls received by SAFE hotline (*Services during COVID-19 evictions moratorium*)

40-50 weekly outreach calls
712 outreach cases since 12/1/20

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102.1 PURPOSE AND SCOPE

This policy provides guidelines on the reasonable use of force. While there is no way to specify the exact amount or type of reasonable force to be applied in any situation, every member of the Cook County Sheriff's Office is expected to use these guidelines to make such decisions in a professional, impartial, and reasonable manner.

In addition to those methods, techniques, and tools set forth below, the guidelines for the reasonable application of force contained in this policy shall apply to all policies addressing the potential use of force, including but not limited to the Control Devices and Techniques and Conducted Energy Device policies.

No member will direct another person to perform any act under the color of law prohibited by this policy, a related policy, or applicable law.

102.1.1 ISSUANCE/EFFECTIVE DATE

This policy was re-issued on June 15, 2021 and shall become effective on July 1, 2021 at 0001 hours (statutory updates).

102.1.2 DEFINITIONS

Definitions related to this policy include:

Control - Objective of a sworn member to create, ensure, or increase the level of the safety and security of the members from the actions of an individual. Control is relative to the totality of the circumstances, including the objectives of the member and the individual's behavior and conduct.

Deadly force - Force that creates a substantial likelihood of causing death or great bodily harm, including, but not limited to, the discharge of a firearm. (720 ILCS 5/7-5(h)(1)).

De-escalation - Taking action or communicating verbally or non-verbally during a potential force encounter in an attempt to stabilize the situation and reduce the immediacy of the threat so that more time, options and resources can be called upon to resolve the situation without the use of force or with a reduction in the force necessary. De-escalation may include the use of such techniques as command presence, advisements, warnings, verbal persuasion and tactical repositioning.

Force - The application of physical techniques or tactics, chemical agents, or weapons to another person. It is not a use of force when a person allows themselves to be searched, escorted, carried, handcuffed or restrained in accordance with policy and Sheriff's Office training.

Excessive force - Force that is not objectively reasonable, necessary and/ or proportional in its use.

Exigent circumstances - Those circumstances that would cause a reasonable person to believe that a particular action is necessary to prevent physical harm to an individual, the destruction of

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relevant evidence, the escape of an individual or some other consequence improperly frustrating legitimate law enforcement efforts.

Great bodily harm - Injury that involves a substantial risk of death, protracted and obvious disfigurement, or extended loss or impairment of the function of a body part or organ.

Objective reasonableness - The determination that the necessity for using force and the level of force used in whether the amount of force used by the sworn member was reasonable in light of the totality of the circumstances faced by the sworn member on the scene.

Totality of the circumstances - All facts known to the sworn member at the time, or that would be known to a reasonable officer in the same situation, including the conduct of the sworn member and the individual leading up to the use of deadly force (720 ILCS 5/7-5 (d)(3)).

102.2 POLICY

The Cook County Sheriff's Office recognizes and respects human rights and the dignity and sanctity of all human life. The Sheriff's Office affirms that the public trust is an essential foundation for law enforcement authority.

The authority to use physical force conferred on sworn members is a serious responsibility that shall be exercised judiciously and with respect for human rights and dignity, and for the sanctity of every human life.

Sworn members are obligated to be involved in numerous and varied interactions, and when warranted, may use reasonable force in carrying out such obligations to the public, staff and individuals detained. Abuse of such authority will ultimately undermine that authority and the safety of self and others.

As such, a sworn member's use of force and restraint from the use of force must be done in a purposeful, controlled and professional manner based on training, state and federal law and Sheriff's Office policy, which extends beyond what the law requires. Sworn members have a duty to follow all use of force-related policies, procedures and training. Persistent evaluations and monitoring of uses of force are required to protect against the abuse of authority to ensure the trust and the safety of the public, staff, and individuals detained. All sworn members are expected to de-escalate and control situations without the use of force when reasonable. Force is prohibited when used with malice, as punishment, in retaliation, out of anger, frustration, or spite or in a manner otherwise unbecoming of a sworn, certified, and deputized member.

Reasonable and sound judgment will dictate the force option to be employed. Therefore, the Sheriff's Office examines all uses of force from an objective standard rather than a subjective standard.

Sworn members shall not unreasonably endanger themselves or another person to conform to the restrictions of this policy.

102.2.1 USE OF FORCE TO EFFECT AN ARREST

The statutory guidelines for using force to effect an arrest are listed in 720 ILCS 5/7-5.

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When effecting an arrest, if necessary, sworn members shall use force to effect an arrest that is objectively reasonable and otherwise authorized pursuant to this policy based on the totality of the circumstances. For deadly force, see the section entitled Deadly Force Applications.

102.2.2 DUTY TO FOLLOW POLICIES, PROCEDURES, AND TRAINING

To ensure the safety and security of the public and members of the Sheriff's Office, sworn members must follow and remain proficient in all policies, procedures, and practical training in the operation of the Sheriff's Office. Failure to follow policy or procedure as trained or ordered by the Sheriff's Office that causes the use of force against any individual may be a violation of this policy. Such force may be considered unnecessary and thus in violation of this policy and be the responsibility of those sworn members who failed to follow procedure and training.

102.2.3 DUTY TO INTERVENE AND REPORT

Any sworn member present who has an opportunity to intervene and observe another law enforcement officer or a member using force that is clearly beyond that which is objectively reasonable under the circumstances shall have an affirmative duty, do the following:

- (a) Intervene to prevent further harm when safety permits and without regard for the chain of command; and
- (b) Report these observations to an immediate on-duty supervisor verbally and in writing.

Reporting must include the date, time, and place of the occurrence; the identity, if known, and description of the participants; and a description of the intervention actions taken and whether they were successful. The report must be submitted within five days of the incident. Refer to Use of Force Procedure for reporting procedures and further information.

No member of the Sheriff's Office shall discipline or retaliate in any way against a sworn member for intervening as required or for reporting unconstitutional or unlawful conduct, or for failing to follow what the sworn member reasonably believes is an unconstitutional or unlawful directive.

102.2.4 PERSPECTIVE

When observing or reporting force used by a sworn member, each sworn member should take into account the totality of the circumstances and the possibility that other law enforcement officers may have additional information regarding the threat posed by the individual.

102.3 USE OF FORCE

Given that no policy can realistically predict every possible situation a sworn member might encounter, sworn members are entrusted to use well-reasoned discretion in determining the appropriate use of force in each incident.

Sworn members should determine if the circumstances require an immediate force response or if the sworn member can employ other reasonable alternatives (e.g., de-escalation tactics) based on the totality of the circumstances. Individuals refusing to comply with lawful orders should be given clear verbal commands and, if not an immediate threat, a reasonable opportunity to comply.

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Sworn members shall not use force unless other reasonable alternatives have been attempted or those alternatives would clearly be ineffective under the particular circumstances involved.

Sworn members shall use only the force that is objectively reasonable, necessary and proportional to effectively bring an incident under control, while protecting the safety of the sworn member and others while taking into consideration the following factors:

- (a) Sworn members are not required to use the same type or amount of force as the individual.
- (b) A greater level of force may be objectively reasonable and necessary.
- (c) A lesser level of force may be appropriate under the circumstances. Using the same or greater level of force may not be necessary to counter a threat or the actions of an individual.

When using force, sworn members should only utilize force or deadly force options or methods approved by the Sheriff's Office through training. In certain circumstances, the use of any improvised tool, weapon or method may be allowed if such force appears to be objectively reasonable based on the totality of circumstances and utilized only to the degree necessary to accomplish a legitimate law enforcement purpose.

102.3.1 ALTERNATIVE TACTICS - DE-ESCALATION

When circumstances reasonably permit, sworn member should use non-violent strategies and techniques to decrease the intensity of a situation, improve decision-making, improve communication, reduce the need for force, and increase voluntary compliance (e.g., summoning additional resources, formulating a plan, attempting verbal persuasion).

102.3.2 SETTINGS

Sworn members should attempt to avoid using force against non-cooperative and/or non-threatening individuals in secure areas of the compound and in custodial settings (e.g., Cook County Department of Corrections, Cook County Court Services Department lockup, Cook County Sheriff's Police Department detention area) within the Sheriff's Office and take the following actions:

- (a) Sworn members shall make every reasonable effort to de-escalate and resolve situations, pursuant to training, without the use of force, prior to using any force.
- (b) If communication fails to resolve or de-escalate the situation, sworn members should notify a supervisor of the situation if practicable under the facts and circumstances.
- (c) After consideration of the known facts and the individual's behavior, the responding supervisor may consider utilizing a calculated use of force, if applicable. Refer to the subsection entitled Calculated Use of Force in a Custodial Setting.

Whenever practicable, non-force actions shall be taken (e.g., close cell door) if engaging with an individual is not immediately necessary.

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This subsection does not apply when force is necessary to protect sworn members, individuals detained, or others from an ongoing or imminent threat of harm (e.g., individual's detained who are fighting, individual detained attacking a sworn member).

Sworn members should develop a use of force plan for situations when individuals are uncooperative and when there is no immediate risk of bodily harm to staff or others. Members should refer to the subsection entitled Calculated Use of Force in a Custodial Setting for further guidelines.

102.3.3 CALCULATED USE OF FORCE IN A CUSTODIAL SETTING

Prior to any calculated use of force, when practicable, the supervisor should confer with the appropriate persons to gather pertinent information about the individual and the immediate situation. This may provide insight into the cause of the individual's immediate agitation. It also may identify other members who have a rapport with the individual and could possibly resolve the incident peacefully without the use of force. Members should continue to remain alert and intervene if a situation changes and risk of harm to self or others becomes imminent.

If available and circumstances reasonably allow, the supervisor should consider including the following persons and resources in the process if applicable:

- (a) Mental health specialist
- (b) Qualified health care professional
- (c) Department of Corrections Classification specialist
- (d) Any other relevant resources

Regardless of whether discussions with any of the above resources are accomplished by telephone or in person, the purpose is to gather the following information to assist in developing a plan of action:

- (a) The individual's medical history;
- (b) The individual's mental health history (e.g., previously hospitalized, P-level classification at time of incident);
- (c) The individual's involvement in a recent use of force and/or incidents;
- (d) The individual's known propensity for violence;
- (e) Situations that may be contributing to the individual's present condition (e.g., pending criminal prosecution or sentencing, recent death of a loved one, divorce);
- (f) Awareness of possible exposure to communicable diseases; and
- (g) Any other pertinent information concerning the individual.

Based on the supervisor's assessment of the available information, they should direct members to attempt to obtain the individual's voluntary cooperation and consider other available options before determining whether force is necessary.

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A plan of action shall be determined in the event cooperation is not obtained. The supervisor shall direct members regarding their respective roles, positions and tactics to utilize prior to entering the area or engaging with the individual. Planning shall include:

- (a) Who will video record the incident;
- (b) How the area is to be entered;
- (c) Who will issue commands to the individual;
- (d) What areas of the individual's body each member shall attempt to control; and
- (e) What type of force shall be employed (e.g., OC spray, CED, takedown) and by whom if other control tactics are initially unsuccessful.

The reporting supervisor shall notify the watch commander for approval and consultation prior to any calculated use of force action. The supervisor shall be present in any situation involving the calculated use of force.

A video recording is required for all calculated use of force incidents and should include the introduction of all members participating in the process. The recording and documentation will be part of the use of force packet. The supervisor should ensure any available recording is properly transferred to the Video Monitoring Unit. The use of body-worn cameras and/or memory cards shall be noted in the supervisor's assessment.

102.3.4 FACTORS USED TO DETERMINE THE REASONABLENESS OF FORCE

The objective of a sworn member shall be to gain increased control of an individual and/or a situation in order to promote safety and security when using force. When determining whether to apply force and evaluating whether a sworn member has used reasonable force, a number of factors and circumstances faced by the sworn members at the time should be taken into consideration, as time and circumstances permit, and include, but are not limited to:

- (a) Immediacy and severity of the threat of harm to sworn members or others.
- (b) The conduct of the individual being confronted.
- (c) The amount of time available to reasonably establish control.
- (d) Sworn member/individual factors (e.g., age, size, relative strength, skill level, injuries sustained, level of exhaustion or fatigue, the number of sworn members available versus the number of individuals).
- (e) The effects of the suspected use of drugs or alcohol on the individual.
- (f) The individual's mental state or capacity.
- (g) The individual's apparent ability to understand and comply with sworn member commands.
- (h) Proximity of weapons or dangerous improvised devices.
- (i) The degree to which the individual has been effectively restrained and their ability to resist despite being restrained if objectively reasonable to prevent escape or imminent great bodily harm.

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- (j) The opportunity to temper or limit the amount of force used, or the availability of other feasible options and their possible effectiveness.
- (k) Seriousness of the suspected offense or reason for contact with the individual.
- (l) Training and experience of the sworn member.
- (m) Potential for injury to sworn members, suspects, and others.
- (n) Whether the individual appears to be resisting, attempting to evade arrest by flight or is attacking the sworn member.
- (o) The risk and reasonably foreseeable consequences of escape.
- (p) The apparent need for immediate control of the individual or a prompt resolution of the situation.
- (q) Nature and stability of the event, environment or location.
- (r) Whether the conduct of the individual being confronted no longer reasonably appears to pose an imminent threat to the sworn member or others.
- (s) Prior contacts with the individual or awareness of any propensity for violence.
- (t) Any other exigent circumstances.

These factors may constitute high risk factors depending on the circumstances.

102.3.5 PAIN COMPLIANCE TECHNIQUES

Pain compliance techniques may be effective in controlling a physically or actively resisting individual and may be applied only pursuant to the Use of Force policy as stated herein. Sworn members may only apply those pain compliance techniques for which they have successfully completed Sheriff's Office-approved training. Sworn members utilizing any pain compliance technique should consider:

- (a) The degree to which the application of the technique may be controlled given the level of resistance.
- (b) Whether the individual can comply with the direction or orders of the sworn member.
- (c) Whether the individual has been given sufficient opportunity to comply.

The application of any pain compliance technique shall be discontinued once control has reasonably been achieved.

102.3.6 ESCORT HOLDS

The use of a firm grip escort hold of a resistive or deadweight individual, used pursuant to training and that causes no known injury or that does not require an escalated or additional use of force or other tactic, does not require the completion of a Use of Force Report, but shall be documented in the appropriate incident report.

102.3.7 RESPIRATORY RESTRAINTS

Unless utilized as a deadly force application, a sworn member shall not (720 ILCS 5/7-5.5):

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- (a) Apply any direct pressure to the throat, windpipe, or airway of another (chokehold); or
- (b) Use a technique that restrains a person above the shoulders, including the neck or head, in a position that interferes with the person's ability to breathe after the person no longer poses a threat to the sworn member or any other person (restraint above the shoulders with risk of positional asphyxiation).

102.3.8 NECK CONSIDERATIONS

Any use of force should avoid contact with the neck. If contact occurs with the neck area, sworn members should transition away from the area and seek justifiable force alternatives as soon as practicable.

Any contact with the neck and subsequent efforts to transition shall be documented in the appropriate narrative.

Due to the potential for injury, the use of the carotid control hold or any other hold that restricts blood flow through the neck is strictly prohibited, except as otherwise permitted under this policy as a deadly force application.

Reasonableness of contact made with the neck area will be determined by an objective review by supervisory staff and the Use of Force Review Unit.

102.3.9 USE OF FORCE TO SEIZE EVIDENCE

In general, sworn members may use reasonable force to lawfully seize evidence and to prevent the destruction of evidence. Sworn members shall not intentionally use any technique that restricts blood flow to the head or creates a reasonable likelihood that blood flow to the head would be restricted.

Sworn members shall not use a chokehold or restraint above the shoulders with risk of asphyxiation, or any lesser contact with the throat or neck area of another, in order to prevent the destruction of evidence by ingestion (720 ILCS 5/7-5.5). These and any other respiratory restraints are prohibited except as a deadly force application.

102.3.10 TARGETING CONSIDERATIONS

Unless a sworn member reasonably believes an individual poses an imminent threat of great bodily harm or death to the sworn members or others, the following area should not be targeted (720 ILCS 5/7-5.5(e)):

- When using kinetic impact projectiles and weapons, the head, neck, groin, anterior pelvis, or back shall not be targeted.
- When using conducted electrical weapons, the head, chest, neck, groin, or anterior pelvis shall not be targeted.

102.3.11 ADDITIONAL REQUIREMENTS

Sworn members shall not (720 ILCS 5/7-5.5(e)):

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- (a) Use chemical agents or irritants for, including pepper spray and tear gas, prior to issuing an order to disperse/comply in a sufficient manner to allow for the order to be heard and repeated if necessary, followed by sufficient time and space to allow compliance with the order unless providing such time and space would unduly place a sworn member or another person at risk of death or great bodily harm.
- (b) Discharge firearms or kinetic impact projectiles indiscriminately into crowds.

102.4 DEADLY FORCE APPLICATIONS

When feasible, the sworn member shall, prior to the use of deadly force, make reasonable efforts to identify themselves as a law enforcement officer and to warn that deadly force may be used.

Sworn members shall use deadly force only when reasonably necessary in defense of human life. In determining whether deadly force is reasonably necessary, sworn members shall evaluate each situation in light of the totality of circumstances, including but not limited to the proximity in time of the use of force to the commission of a forcible felony and the reasonable feasibility of safely apprehending an individual at a later time. Sworn members shall use other available resources and techniques if reasonably safe and feasible to a reasonable officer (720 ILCS 5/7-5(d)).

Deadly force should only be used as a last resort and in the following circumstances involving imminent threat or imminent risk:

- (a) Sworn members may use deadly force to protect themselves or others from what they reasonably believe would be an imminent threat of death or great bodily harm.
- (b) Sworn members are justified in using deadly force to effect an arrest when they reasonably believe, based on the totality of the circumstances, that (720 ILCS 5/7-5):
 1. Deadly force is necessary to prevent the arrest from being defeated by resistance or escape and the sworn member reasonably believes that the person to be arrested is likely to cause great bodily harm to another; and
 2. The person to be arrested just committed or attempted a forcible felony which involves the infliction or threatened infliction of great bodily harm or is attempting to escape by use of a deadly weapon, or otherwise indicates that they will endanger human life or inflict great bodily harm unless arrested without delay.
- (c) Sworn members shall not use deadly force to prevent escape unless, based on the totality of the circumstances, deadly force is necessary to prevent death or great bodily harm to themselves or another person (720 ILCS 5/7-9).

A sworn member shall not use deadly force against a person based on the danger that the person poses to themselves if a reasonable officer would believe the person does not pose an imminent threat of death or great bodily harm to the sworn member or to another person (720 ILCS 5/7-5 (a-10)).

A sworn member shall not use deadly force against a person who is suspected of committing a property offense, unless that offense is terrorism or unless deadly force is otherwise authorized by law (720 ILCS 5/7-5 (a-15)).

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A threat of death or great bodily harm is "imminent" when, based on the totality of the circumstances, a reasonable officer in the same situation would believe that a person has the present ability, opportunity, and apparent intent to immediately cause death or great bodily harm to the sworn member or another person. An imminent harm is not merely a fear of future harm, no matter how great the fear and no matter how great the likelihood of the harm, but is one that, from appearances, must be instantly confronted and addressed (720 ILCS 5/7-5(h)(2)).

Sworn Members should refer to the Firearms policy for further information regarding the discharge of a firearm.

102.5 REPORTING THE USE OF FORCE

All uses of force by members of the Sheriff's Office shall be documented promptly, completely, accurately and truthfully in an appropriate report.

Members shall also refer to the Use of Force Procedure and follow the protocols contained therein with regard to documenting the use of force.

A supervisor is prohibited from ordering a sworn member to not report a use of force.

102.5.1 REVIEW RESTRICTIONS

For restrictions to accessing body-worn camera recordings, refer to the Review of Recorded Media Files section of the respective Portable/Audio/Video Recorders policy.

102.5.2 NOTIFICATION TO SUPERVISORS

Notification shall be made to a supervisor prior to using force when de-escalation has failed to gain cooperation, if practicable. Supervisory notification is required and shall be made as soon as practicable to an immediate on-duty supervisor following the application of force.

102.6 DISCONTINUING THE USE OF FORCE

Once control of an individual or situation has been obtained, and the threat or resistance no longer exists or has been reduced, sworn members shall:

- (a) Promptly de-escalate in a proportional response. When the resistance ceases, or no longer poses a discernible threat, the application of force should be discontinued.
- (b) Maintain control of the individual.
- (c) Remain alert to any conditions that may compromise the security or safety of the individual and others.
- (d) Provide medical assistance consistent with training (refer to the section entitled Medical Considerations).
- (e) Refer to the Use of Force Procedures for each applicable department.

Use of Force

102.7 MEDICAL CONSIDERATIONS

Once it is reasonably safe to do so, medical assistance shall be provided to any individual who exhibits signs of physical distress, has sustained visible injury, expresses a complaint of injury or continuing pain, or was rendered unconscious. Any individual exhibiting signs of physical distress after an encounter should be continuously monitored until they can be medically assessed. See the Medical Aid and Response Policy for more on the affirmative duty to render aid.

Individuals should not be placed on their stomachs for an extended period, as this could impair their ability to breathe.

The on-scene supervisor or, if the on-scene supervisor is not available, the primary handling sworn member shall ensure that any person providing medical care or receiving custody of a individual following any use of force is informed that the individual was subjected to force. This notification shall include a description of the force used and any other circumstances the sworn member reasonably believes would be potential safety or medical risks to the individual (e.g., prolonged struggle, extreme agitation, impaired respiration).

Individuals who exhibit extreme agitation, violent irrational behavior accompanied by profuse sweating, extraordinary strength beyond their physical characteristics, and imperviousness to pain (sometimes called "excited delirium"), or who require a protracted physical encounter with multiple sworn members to be brought under control, may be at an increased risk of sudden death. Calls involving these individuals should be considered medical emergencies. Sworn members who reasonably suspect a medical emergency should request medical assistance as soon as practicable and have medical personnel stage away.

Members should refer to the Medical Aid and Response Policy for additional medical considerations.

102.7.1 MEDICAL CONSIDERATIONS IN A CUSTODIAL SETTING

Any individual in the custody of the Department of Corrections who has been involved in a use of force incident while in the custody of the Sheriff's Office shall be referred for a medical evaluation and if applicable, a mental health screening, utilizing the Inter-Agency Health Inquiry Form.

The Inter-Agency Health Inquiry Form shall only be completed for Cermak Health Services of Cook County.

102.8 SUPERVISOR RESPONSIBILITIES

A supervisor should respond to the scene of any reportable use of force as soon as practicable.

In addition to the supervisor responsibilities outlined in the respective department's Use of Force Procedures, supervisors should:

- (a) Take charge of the scene upon arrival;
- (b) Provide guidance for members;
- (c) Assist in de-escalation tactics, when necessary; and

Use of Force

- (d) Remove all involved once the scene is under control.

102.9 TRAINING

Sworn members will receive periodic training on this policy and must be able to demonstrate their knowledge and understanding of the training.

Sworn members should receive periodic training on:

- (a) Guidelines regarding vulnerable populations, including but not limited to children, elderly, pregnant persons, and individuals with physical, mental, or intellectual disabilities.
- (b) De-escalation tactics, including alternatives to force when dealing with individuals who display physical, mental, or intellectual disabilities, or substance abuse issues, as these may affect the ability of a person to understand or comply with commands from a sworn member.

SPOTLIGHT

ON A

USE-OF-FORCE REVIEW UNIT

LARRY SCHURIG

A detainee in maximum security refuses to lock up. Numerous correctional officers arrive on the tier. Other detainees start yelling in their cells. Officers talk to the man, but tensions are rising. The inmate suddenly moves toward the officers.

How should the officers respond? Do they put hands on the detainee? Or do they back off? Could more have been done to prevent this situation from unfolding?

What ultimately happens on that tier doesn't just fall on the officers. It falls on the correctional institution as a whole. Did the institution do everything it could to ensure the proper and safe use of force (UOF) in that and other incidents?

In jails and prisons across the country, correctional officers are asked to make split-second decisions in life-threatening situations every day. If the UOF is poorly executed, staff and detainees can be unnecessarily harmed. And if the institution fails to properly manage the UOF within its walls, liability costs skyrocket and critical community relations crumble. That is why the structures and systems that oversee the application of the UOF are so critical.

In one of the largest jails in the country, Sheriff Thomas J. Dart and his team spent years creating a new way to thoughtfully manage the UOF. The effort has led to a system that was praised by the U.S. Department of Justice and a federal judge as the jail shed more than four decades of court oversight in 2017. Since that time, this new system has shown a reduction in UOF incidents and an increase in safety for staff, the public, and detainees.

The following is a review of how Sheriff Dart and his team accomplished that goal over the course of approximately 10 years. The effort required a significant investment in technology and staff to monitor UOF incidents, improve training, address excessive force cases, and track incidents. Make no mistake—this system can be replicated elsewhere. It all starts with small steps and a clear mission.

The centerpiece of the office's new system is the Use-of-Force Review Unit (UFRU), which is tasked with reviewing all UOF incidents to help inform policies, training, and enforcement while ultimately improving safety in the jail. In the beginning, the UFRU had just one employee and stacks of paper files. It grew day by day and month by month to strategically help change the culture in the jail.

The main elements of the UFRU are:

- monitoring,
- training,
- enforcement, and
- tracking

Monitoring

For the UFRU to execute its mission, the team first needs a full view of the occurrences in the jail, particularly of UOF incidents. That knowledge could then be used to improve training, identify policy deficiencies, and address excessive force cases. But it is daunting to get a clear view of what is happening in a jail com-

plex, especially one that spans 96 acres with scores of tiers and dorms.

In 2011, with the steady support of leadership, the effort began simply by reading every UOF report and reviewing all the records associated with those cases, including video when available. In doing so, staff were learning how to build a better system for reporting and monitoring to ensure they were seeing all that they needed to see.

Because so many factors may be at issue in a UOF case—from mental health designations to charges and past incidents—the office invested in a better data-tracking system to ensure a deeper review and, ultimately, to reduce future UOF incidents.

Cook County Offender Management System

From intake to release, all movement made by detainees is now recorded and tracked on the Cook County Offender Management System. To manage medical and mental health information, alerts are created by medical staff to closely monitor medication, and security staff track other factors such as housing and bed assignments.

Officers on tiers throughout the jail complex can access the system to report incidents, including medical emergencies, transportation to outside facilities, detainee altercations, attacks on staff, and all detainee interactions with staff, including any UOF incidents.

The office introduced interactive dashboards in mid-2015 that capture data on all incidents in the jail, including UOF incidents. The dashboards track dates, times, tactics, equipment, and injuries for each UOF incident and readily display the information in charts and graphs that can be easily manipulated to spot trends and red flags.

With systems in place to appropriately track UOF reports and access that information, the office could start identifying ways to analyze data to help understand the underlying causes of such incidents. The UFRU worked with the Information Technology (IT) and Research departments to analyze data and generate reports, including a predictability study based on four years of data.

The report found that age, mental health status, and classification were strong predictors for UOF cases. These predictors remain accurate today. Plus, the numbers helped buttress the argument Sheriff Dart had been making for years: Communities need more mental health resources to avoid sending people to jail.

Cameras and Someone to Watch Them

Video plays a significant role in the review of UOF incidents, whether to improve training, increase reporting, or identify potential cases of excessive force. Here, as with the investment in data gathering, expanding the use of cameras in the jail served as an essential element to the jail's UOF system.

When UFRU was created, cameras didn't exist in roughly half of the jail's divisions as well as the compound's perimeter and tunnels. By 2014, systematic archiving began on 1,800 video cameras throughout the compound. Today, more than 2,100 fixed cameras dot the compound and nearly 100 body-worn cameras are utilized by key staff, with plans for expansion.

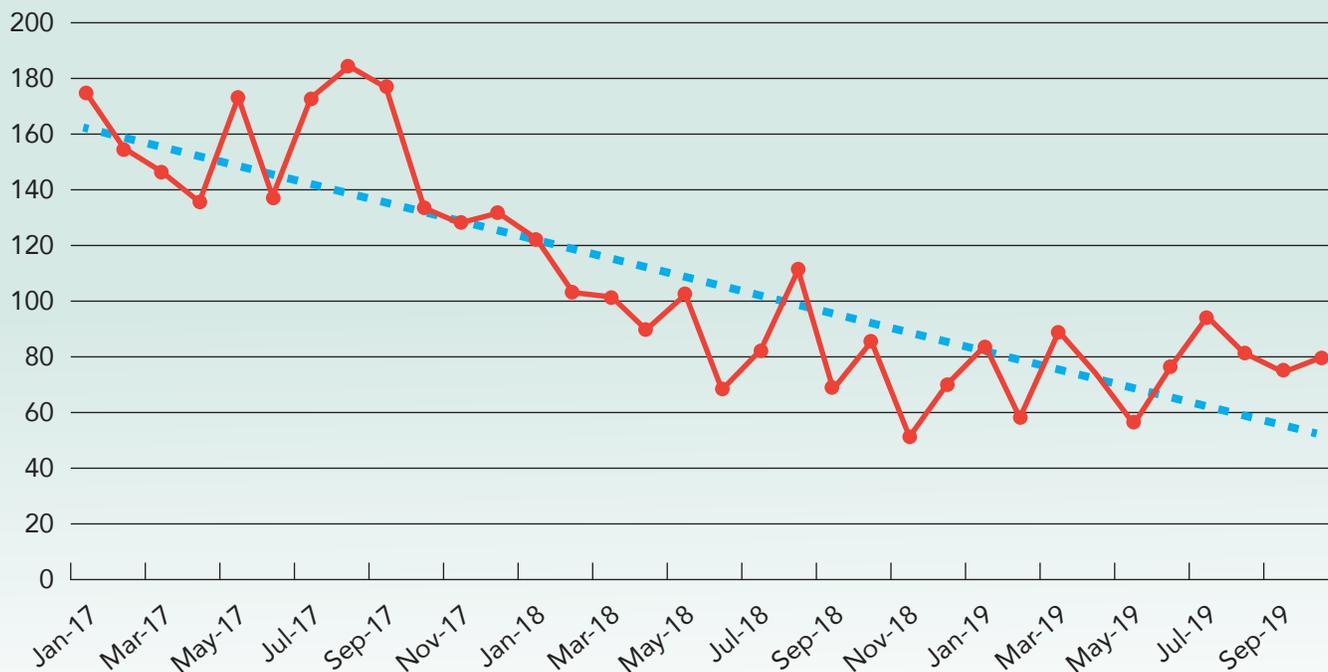
Which Detainees Are Most Likely to Be Involved in UOF Incidents?

Here are consistent predictors for UOF incidents that were developed by utilizing years of data:

- Inmates with the highest mental health status are extremely likely to be involved in a UOF incident.
- The risk for a UOF incident increases with each level of security classification.
- Age has a diminishing impact on UOF incidents. The older the detainee, the less likely he or she was to be involved in a UOF incident.

Figure 1. Cook County Jail: Use-of-Force Incidents

January 2017–October 2019



All those cameras need staff to make use of the video. So, the office created a video monitoring unit to review every incident and preserve important clips for future use. The unit also conducts an initial review of the incident and is empowered to follow up with supervisors to take appropriate action, if needed.

Training

If officers are unprepared to handle life-and-death situations, the chances of the situation becoming worse only increase. Moreover, if officers fail to understand the office's UOF policy and how to operate within it, they are likely to believe the system in place is to condemn them rather than help them. That is why proper and strategic training is critical to the long-term improvement of the UOF within a custodial setting.

Good training starts with a clear policy.

In 2011, the office issued an updated UOF policy for the entire department. To incorporate the knowledge gleaned from monitoring and training, the UFRU developed

standard operating procedures in 2015, and updated them in 2017 and again in 2019.

The office entered into a contract with an outside vendor in 2014 to help personnel absorb change and improve comprehension of policies through an electronic platform. The system increases accountability via tracking that requires acknowledgment and acceptance of policies by digital signature.

Group classes in eight-hour training days were conducted for the entire office in conjunction with the launch of the new set of policies and procedures. The UFRU developed the training with the office's training bureau to ensure consistency, such as reminding personnel that anything beyond an escort hold or firm grip is considered as UOF.

Trainers used scenario-based courses in the jail from actual cases of prior incidents, ranging from a refusal to lock up to detainee-on-detainee fights. The objective was to put officers in high-stress, rapidly evolving, real-life settings to improve and enhance their skills and

ability to quickly solve problems. Videos from actual incidents helped drive home the points for officers.

Trainers also drew on typical scenarios that could have been avoided through de-escalation tactics. They encouraged first talking (when possible) to de-escalate a situation and then thinking strategically before taking the next step. As staff learned the new processes, training was adjusted.

In 2018, trainers increased their focus on ensuring officers understood the various tactics in their arsenal and when to deploy them. So, scenario-based training was stopped more frequently to discuss tactical options and to play out potential outcomes. This allowed for multiple tactics to be trained in the time available.

Group training, though, is not always enough. Through monitoring, the UFRU identifies situations where more individual, supplemental training may be appropriate even when discipline is not. Supplemental training can also be recommended by supervisors.

Importantly, this training is not approached as punitive. Members of the UFRU meet with all referred personnel, one at a time, and conduct reviews focused on officer safety, using a non-confrontational approach. This approach is beneficial because it is specific to the actual UOF incidents and, over time, staff have come to appreciate the assistance.

Enforcement

Identifying inappropriate force not only holds officers accountable, it also reinforces the importance for other officers to learn how to correctly understand and implement the UOF in a constitutional manner. Trust in the process is essential.

If officers are confused about the institution's policies, receive ineffective training, or witness cases of excessive force that go unaddressed, they are loathe to have trust in an accountability system. That is one reason why universal monitoring and thorough training are such important elements of an effective UOF system.

Prior to the UFRU, incidents involving UOF were reviewed by the command staff in each division. Personnel often wrote reports about their own actions, at times relying on hearsay in the documentation process. It was difficult for the institution to identify cases of excessive force on its own, instead relying on detainee complaints or lawsuits to bring cases forward.

The UFRU, in reviewing every case, now brings those incidents forward to a centralized internal investigation unit. The process also serves the dual purpose of creating incentives and institutional support for supervisors to flag clear cases of reporting violations and excessive force.

Additionally, the office focused on improving the turnaround time for internal investigations. Doing so improved confidence in the system and allowed the office to act more quickly after problem situations

“REFORM ON THIS SCALE REQUIRES TEAMWORK, TENACITY, AND A WILLINGNESS TO BE CREATIVE. DRIVING A CULTURE CHANGE IS TIME CONSUMING AND DIFFICULT, BUT WELL WORTH THE EFFORT WHEN THE RESULT IS A SAFER ENVIRONMENT FOR STAFF, DETAINEES, AND THE PUBLIC.”

— SHERIFF THOMAS J. DART,
COOK COUNTY

were identified, potentially reducing the chance for multiple excessive force cases involving the same officer. When discipline is necessary, it needs to be handled as expeditiously as possible.

Tracking

When the UFRU first started, the number of reported UOF incidents went up. That's correct: They increased after improvements in how the UOF was monitored and taught. The number jumped 52% in 2016 and another 6% in 2017. The increases were a welcome byproduct of a better monitoring and accountability system.

More cameras increased scrutiny, likely prodding officers to report cases that before may have gone unreported. Continuous training on what constitutes a UOF and reporting requirements also increased the number. In addition, sometimes incidents were reported that didn't meet the criteria of the new policy, such as escort holds and the prevention of self-harm.

Importantly, the number of UOF incidents dropped 43% in 2018 and continues to fall. That means fewer opportunities for harm to staff and detainees, less liability and a better public perception for the profession of corrections. The numbers show that a comprehensive and independent review of UOF incidents—combined with improved training, data, and video technology—can help jails and prisons become safer.

Conclusion

The office's success can't be attributed to one person, but to all the men and women over the years who were committed to achieving the mission of the unit. Without the contributions from these individuals, the system would not have achieved any level of success. Many times, creating such a system appears unattainable for professionals tackling the UOF at institutions large and small. Yet, as this piece outlines, it can be done, starting with small steps. It will take time. It will mean investing resources. And it will require legal, IT, human resources, and various other units to work together.

The most important element, however, is the determination to get it done—and it needs to come from the top. In the case of Cook County Jail, that was Sheriff Dart. When he committed to creating this new system, he didn't waiver, and the institution that he leads followed. ■

As the Executive Director of the UFRU for the Cook County Sheriff's Office, **Larry Schurig** oversaw the team that designed and developed the first UFRU. Mr. Schurig oversees the review of UOF incidents for all departments of the office. He manages training, policy and procedure development and data collection and analysis. He is a recent graduate of the FBI National Academy, a Northwestern University Police and Staff Command graduate, and a state-certified instructor in use of force, firearms, various defensive tactics programs, and less-lethal option devices. He can be contacted at Larry.Schurig@cookcountyil.gov.

Department of Corrections Daily Cost per Inmate Study

Summary

January 2020

	FY 2017	FY 2018
Average Daily Population at DOC	7,272	6,065

		2017 Expenditures	2018 Expenditures
A	DOC Division Personnel Cost	\$75.22	\$83.08
B	DOC Direct Support Personnel Cost	\$44.72	\$52.35
C	DOC Administrative and Executive Personnel Cost	\$6.84	\$3.35
D	DOC Other Direct Cost	\$8.49	\$10.05
E	DOC Pension Cost	\$2.51	\$2.76
	Subtotal	\$137.78	\$151.59

F	Non DOC Direct Cost	\$35.67	\$45.29
G	Building Capitalization Cost	\$11.99	\$13.65
H	Sheriff Indirect Cost	\$2.83	\$3.02
I	Workers' Comp/Self Insurance Costs	\$14.80	\$23.93
J	Corporate Indirect Cost	\$1.53	\$2.52
	Subtotal	\$66.82	\$88.41

Total Daily Inmate Cost	\$204.60	\$240.00
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Notes and Findings

*While the daily cost is higher than in previous years (2015 daily cost of \$189.68 per in from year to year annually, showing some progress in lowering costs.

*However, the daily cost per inmate has increased, due to the decrease in the population lowered proportionate to the decrease in the population. (-2.2% change in annual cost c

*Data was found via expense reports (FTE counts and salaries/personnel expenditures), or from internal communications (procurement contracts, utilities, and the sheriff's offic

*The following areas were not able to be confirmed in a timely manner for the years 20

Sheriff employee tests

Inmate hospital stays/visits and average cost of outpatient and inpatient stays

Department of Corrections Daily Cost per Inmate Study
Semi-Detailed Summary of Daily Inmate Costs
January 2020

A. DOC Division Personnel Cost	2017 Daily per Inmate	2018 Daily per Inmate	2017 Annual Cost	2018 Annual Cost	% Change 2017-2018	Primary Cost Driver
DOC Division Personnel Cost	\$75.22	\$83.08	\$199,652,835.09	\$183,919,586.05	-7.9%	DOC FTE's
Subtotal	\$75.22	\$83.08	\$199,652,835.09	\$183,919,586.05	-7.9%	
B. DOC Direct Support Personnel Cost	2017 Daily per Inmate	2018 Daily per Inmate	2017 Annual Cost	2018 Annual Cost	% Change 2017-2018	Primary Cost Driver
DOC Direct Support Personnel Support Cost	\$44.72	\$52.35	\$118,711,800.53	\$115,897,279.68	-2.4%	DOC FTE's
Subtotal	\$44.72	\$52.35	\$118,711,800.53	\$115,897,279.68	-2.4%	
C. DOC Administrative and Executive Personnel Cost	2017 Daily per Inmate	2018 Daily per Inmate	2017 Annual Cost	2018 Annual Cost	% Change 2017-2018	Primary Cost Driver
DOC Administrative and Executive Personnel Cost	\$6.84	\$3.35	\$18,168,127.23	\$7,419,039.65	-59.2%	DOC FTE's
Subtotal	\$6.84	\$3.35	\$18,168,127.23	\$7,419,039.65	-59.2%	
D. DOC Other Direct Cost	2017 Daily per Inmate	2018 Daily per Inmate	2017 Annual Cost	2018 Annual Cost	% Change 2017-2018	Primary Cost Driver
DOC Other Direct Cost	\$8.49	\$10.05	\$22,534,949.85	\$22,243,858.92	-1.3%	# of Detainees
Subtotal	\$8.49	\$10.05	\$22,534,949.85	\$22,243,858.92	-1.3%	
E. DOC Pension Cost	2017 Daily per Inmate	2018 Daily per Inmate	2017 Annual Cost	2018 Annual Cost	% Change 2017-2018	Primary Cost Driver
DOC Pension Cost	\$2.51	\$2.76	\$6,675,315.93	\$6,113,423.88	-8.4%	DOC FTE's
Subtotal	\$2.51	\$2.76	\$6,675,315.93	\$6,113,423.88	-8.4%	
F. Non DOC Direct Cost	2017 Daily per Inmate	2018 Daily per Inmate	2017 Annual Cost	2018 Annual Cost	% Change 2017-2018	Primary Cost Driver
1. Cermak Health Services	\$15.48	\$21.54	\$41,100,995.38	\$47,687,284.55	16.0%	Cermak FTE's
2. Patient Arrestee / Offsite Hospitalization	\$8.54	\$9.86	\$22,677,994.54	\$21,823,223.12	-3.8%	# of Inmates
3. Facilities Management	\$8.10	\$9.75	\$21,491,639.91	\$21,575,337.43	0.4%	Buildings (GSF)
4. Utilities	\$3.48	\$4.05	\$9,227,867.45	\$8,975,345.90	-2.7%	Buildings (GSF)
5. Communication Services	\$0.07	\$0.09	\$198,247.02	\$202,230.21	2.0%	DOC FTE's
Subtotal	\$35.67	\$45.29	\$94,696,744.31	\$100,263,421.20	5.9%	Cermak FTE's
G. Building Capitalization Cost	2017 Daily per Inmate	2018 Daily per Inmate	2017 Annual Cost	2018 Annual Cost	% Change 2017-2018	Primary Cost Driver
Building Capitalization	\$11.99	\$13.65	\$31,819,569.48	\$30,226,039.50	-5.0%	Buildings (GSF)
Subtotal	\$11.99	\$13.65	\$31,819,569.48	\$30,226,039.50	-5.0%	
H. Sheriff Indirect Cost	2017 Daily per Inmate	2018 Daily per Inmate	2017 Annual Cost	2018 Annual Cost	% Change 2017-2018	Primary Cost Driver
Sheriff's Offices (Executive, FASS, Merit Board)	\$2.83	\$3.02	\$7,504,484.93	\$6,686,125.90	-10.9%	DOC FTE's
Subtotal	\$2.83	\$3.02	\$7,504,484.93	\$6,686,125.90	-10.9%	
I. Workers' Compensation and Self Insurance Claims Costs	2017 Daily per Inmate	2018 Daily per Inmate	2017 Annual Cost	2018 Annual Cost	% Change 2017-2018	Primary Cost Driver
Workers' Comp & Self Insurance Claims Costs	\$14.80	\$23.93	\$39,276,614.11	\$52,983,392.92	34.9%	# of Inmates
Subtotal	\$14.80	\$23.93	\$39,276,614.11	\$52,983,392.92	34.9%	
J. Corporate Indirect Cost	2017 Daily per Inmate	2018 Daily per Inmate	2017 Annual Cost	2018 Annual Cost	% Change 2017-2018	Primary Cost Driver
1a. Risk Management	\$0.14	\$0.17	\$383,026.30	\$379,917.21	-0.8%	DOC FTE's
1b. Budget and Management Services	\$0.13	\$0.15	\$353,997.86	\$321,029.84	-9.3%	DOC FTE's
1c. Comptroller	\$0.24	\$0.25	\$630,029.96	\$556,397.69	-11.7%	DOC FTE's
1d. Office of the Chief Financial Officer	-\$2.60	-\$2.22	-\$6,904,813.51	-\$4,908,105.61	-28.9%	DOC FTE's
1e. Enterprise Resource Planning	\$0.13	\$0.13	\$339,892.15	\$285,610.17	-16.0%	DOC FTE's
2. Procurement and Contract Compliance	\$0.02	\$0.02	\$46,365.11	\$52,191.31	12.6%	# of Inmates
3. Capital Planning	\$0.20	\$0.53	\$526,801.24	\$1,183,344.04	124.6%	Buildings (GSF)
4. Office of the President/Board of Commissioners	\$0.68	\$0.68	\$1,794,672.12	\$1,505,583.94	-16.1%	DOC FTE's
5. States Attorney - Workers' Comp / Self Insurance	\$0.71	\$0.86	\$1,871,597.51	\$1,893,593.24	1.2%	# of Inmates
6. IT Enterprise Services (CIO)	\$1.04	\$1.27	\$2,769,975.93	\$2,804,957.95	1.3%	DOC FTE's
7. Office of the Chief Administrative Officer	\$0.49	\$0.24	\$1,294,519.56	\$533,620.62	-58.8%	DOC FTE's
8. Judicial Advisory Council	\$0.07	\$0.08	\$190,118.13	\$186,925.86	-1.7%	DOC FTE's
9. Human Resources	\$0.28	\$0.36	\$750,870.15	\$804,041.29	7.1%	DOC FTE's
Subtotal	\$1.53	\$2.52	\$4,047,052.51	\$5,599,107.55	38.4%	Capital Planning
Total Daily Inmate Cost	\$204.60	\$240.00	\$543,087,493.96	\$531,351,275.24	-2.2%	DOC FTE's

Department of Corrections Daily Cost per Inmate Study

A & B - DOC Direct Personnel and Support Personnel Cost

Section	Unit	Program	Business Unit	2017 Positions	2017 Salary Expenditures
C	Audit and Policy Unit	10675	2390938	23.1	\$1,650,167.30
C	Business Office	11140	2390954	2.0	\$147,366.03
B	Canine Unit	11175	2390970	9.0	\$574,540.65
B	Support Services	11380	2390946	138.0	\$8,956,742.82
B	Central Warehouse	11420	2390957	8.0	\$606,882.98
A	Division VIII	11430	2390966	188.0	\$10,892,851.49
D	Communications Center	11945			
B	External Security Beds / Criminal Intelligence	12295	2390973	28.0	\$1,865,646.39
D	Day Reporting Unit	12615	2391080	0.0	-\$5,632.05
A	Division I	12940	2390940	0.0	\$444,312.06
A	Division II	12945	2390941	371.0	\$22,995,282.97
A	Division IV	12955	2390965	168.0	\$10,320,900.14
A	Division IX	12960	2390943	341.0	\$19,813,409.08
A	Division V	12965	2390964	28.0	\$1,769,857.06
A	Division VI	12970	2390942	255.0	\$15,432,402.31
A	Division VIII - RTU	12975	2390967b	388.0	\$23,358,153.54
A	Division X	12980	2390944	225.0	\$14,330,551.41
A	Division XI	12985	2390945	400.0	\$24,760,957.78
D	Electronic Monitoring	13265	2390947b	129.0	\$8,256,275.56
B	Special Response Team / Emergency Response Team	13330	2390971	17.0	\$844,381.64
B	Chief of Security	13650	2390968	431.0	\$28,875,298.66
D	Female Furlough Program	13825	2391220	25.0	\$1,729,640.50
D	Impact Center	14970	2391100	63.0	\$4,044,387.79
B	Program Services Department	15080	2390956	91.0	\$4,749,335.47
C	Data Processing (JMIS)	15270	2390950	12.0	\$765,875.53
B	Mail Room	15650	2390952	18.0	\$922,289.94
B	Mental Health Transition Center	16095	2391201	13.0	\$857,373.92
B	Office of Mental Health Policy and Advocacy	16820	2391202	12.0	\$709,055.85
B	Administration and Clerical	16870	2390939	2.0	\$176,405.84
C	Legal Department	16875	2390936	13.0	\$1,086,619.72
C	Administration and Clerical	16890	2390935	20.5	\$1,636,217.03
C	Personnel and Payroll	17590	2390949	5.0	\$236,990.29
D	Pre-Release Center	17980	2391090	182.0	\$11,116,446.86
B	Print Shop	18010	2390951	1.0	\$91,845.40
B	Receiving and Classification	18635	2390963	350.5	\$22,129,654.45
B	Record Office	18680	2390962	109.0	\$6,248,308.93
D	Reentry and Diversion Programs	18740	2391070	0.0	\$0.00
D	Sheriff's Work Alternative Program - S.W.A.P.	19945	2390403	0.0	\$0.00
B	Transportation	20360	2390969	121.0	\$8,370,946.16
B	Trust Property and Payouts	20430	2390955	10.0	\$624,048.27
D	Altrnt Programs and Education	20965		14.6	\$894,149.99
D	SHE Work Alt Prgrm - SWA	20970		56.0	\$3,546,208.56
	Total			4267.7	\$265,826,148.32

Summary by Division Personnel and Direct Support Personnel

A	DOC Division Personnel	2364.0	\$144,118,677.84
B	DOC Direct Support Personnel	1358.5	\$86,602,757.37
C	DOC Admin and Executive Personnel	75.6	\$5,523,235.90
D	DOC Diversion Programs	469.6	\$29,581,477.21
Total		4267.7	\$265,826,148.32

Summary of Personnel Daily Inmate Cost

A	DOC Division Personnel
B	DOC Direct Support Personnel
C	DOC Admin and Executive Personnel

2017 Other Personal Expenditures (Salary Adjustments, Medicare, Insurance Benefits,	2017 Total Personnel Costs	2018 Positions	2018 Salary Expenditures	2018 Other Personal Expenditures (Salary Adjustments, Medicare, Insurance Benefits, Professional Development, Travel)	2018 Total Personnel Costs
\$418,158.22	\$2,068,325.52	20.0	\$590,897.70	\$373,117.47	\$964,015.17
\$39,471.43	\$186,837.46	1.0	\$30,527.21	\$21,769.71	\$52,296.92
\$202,744.62	\$777,285.27	7.0	\$204,177.78	\$135,452.32	\$339,630.10
\$2,929,995.26	\$11,886,738.08	128.0	\$11,933,617.10	\$2,595,426.06	\$14,529,043.16
\$173,822.37	\$780,705.35	8.0	\$224,648.14	\$145,900.28	\$370,548.42
\$4,502,075.68	\$15,394,927.17	164.0	\$4,328,772.75	\$2,985,358.50	\$7,314,131.25
	\$0.00	0.0	\$8,470,538.04	\$313,090.99	\$8,783,629.03
\$739,976.97	\$2,605,623.36	26.0	\$725,214.08	\$522,619.73	\$1,247,833.81
-\$740.20	-\$6,372.25	0.0	\$2.98	\$269.78	\$272.76
\$78,656.16	\$522,968.22	0.0	\$0.00	\$0.00	\$0.00
\$8,496,079.55	\$31,491,362.52	338.0	\$8,204,237.39	\$6,316,178.17	\$14,520,415.56
\$3,716,489.15	\$14,037,389.29	149.0	\$12,673,559.81	\$3,120,130.86	\$15,793,690.67
\$7,870,403.76	\$27,683,812.84	306.0	\$21,678,861.47	\$6,433,434.01	\$28,112,295.48
\$579,186.19	\$2,349,043.25	26.0	\$1,754,052.32	\$531,592.82	\$2,285,645.14
\$5,681,097.40	\$21,113,499.71	225.0	\$16,806,822.98	\$4,627,062.22	\$21,433,885.20
\$9,047,429.74	\$32,405,583.28	358.0	\$27,661,055.55	\$7,620,639.97	\$35,281,695.52
\$5,756,451.31	\$20,087,002.72	212.0	\$22,461,686.37	\$4,735,211.24	\$27,196,897.61
\$9,806,288.31	\$34,567,246.09	368.0	\$24,537,283.13	\$7,443,646.49	\$31,980,929.62
\$3,211,053.72	\$11,467,329.28	106.0	\$2,926,303.13	\$1,948,376.68	\$4,874,679.81
\$399,477.40	\$1,243,859.04	13.0	\$359,368.45	\$264,485.54	\$623,853.99
\$10,528,940.57	\$39,404,239.23	386.0	\$28,848,404.44	\$8,302,628.62	\$37,151,033.06
\$631,021.20	\$2,360,661.70	24.0	\$590,146.84	\$441,969.84	\$1,032,116.68
\$1,437,059.80	\$5,481,447.59	55.0	\$3,203,463.23	\$1,112,662.40	\$4,316,125.63
\$1,259,362.80	\$6,008,698.27	86.0	\$6,996,678.98	\$1,541,588.66	\$8,538,267.64
\$222,868.85	\$988,744.38	12.0	\$303,734.84	\$220,709.03	\$524,443.87
\$241,190.63	\$1,163,480.57	18.0	\$317,557.89	\$306,564.96	\$624,122.85
\$208,266.03	\$1,065,639.95	11.0	\$287,257.05	\$201,814.30	\$489,071.35
\$148,237.42	\$857,293.27	10.0	\$248,722.23	\$183,460.50	\$432,182.73
\$51,364.93	\$227,770.77	1.2	\$58,382.69	\$24,627.75	\$83,010.44
\$197,421.30	\$1,284,041.02	12.0	\$2,292,140.64	\$231,196.73	\$2,523,337.37
\$12,012,169.76	\$13,648,386.79	17.0	\$525,460.37	\$2,846,293.84	\$3,371,754.21
\$82,444.34	\$319,434.63	3.0	\$50,868.80	\$59,054.51	\$109,923.31
\$3,818,120.72	\$14,934,567.58	157.0	\$4,006,440.18	\$2,938,874.41	\$6,945,314.59
\$20,013.13	\$111,858.53	1.0	\$34,344.96	\$18,278.87	\$52,623.83
\$8,427,422.02	\$30,557,076.47	330.0	\$25,313,286.36	\$6,957,783.89	\$32,271,070.25
\$2,837,541.43	\$9,085,850.36	108.0	\$6,071,417.56	\$2,379,350.04	\$8,450,767.60
\$0.00	\$0.00	0.0	\$0.00	\$262.46	\$262.46
\$813,264.00	\$813,264.00	0.0	\$0.00	\$0.00	\$0.00
\$3,798,339.69	\$12,169,285.85	116.0	\$7,869,959.01	\$2,486,672.55	\$10,356,631.56
\$142,347.89	\$766,396.16	8.0	\$183,320.51	\$154,268.38	\$337,588.89
\$12,593.95	\$906,743.94	13.0	\$433,251.75	\$234,518.55	\$667,770.30
\$153,270.40	\$3,699,478.96	47.0	\$1,281,486.50	\$870,450.53	\$2,151,937.03
\$110,691,377.90	\$376,517,526.22	3870.2	\$252,773,212.96	\$80,541,824.58	\$333,315,037.54

\$55,534,157.25	\$199,652,835.09	2146.0	\$140,106,331.77	\$43,813,254.28	\$183,919,586.05
\$32,109,043.16	\$118,711,800.53	1257.2	\$89,676,357.23	\$26,220,922.45	\$115,897,279.68
\$12,972,533.90	\$18,495,769.80	65.0	\$3,793,629.56	\$3,752,141.29	\$7,545,770.85
\$10,075,643.59	\$39,657,120.80	402.0	\$20,911,632.65	\$7,860,475.64	\$28,772,108.29
\$110,691,377.90	\$376,517,526.22	3870.2	\$254,487,951.21	\$81,646,793.66	\$336,134,744.87

Population	Cost
7,272	\$75.22
7,272	\$44.72
See Page C - Admin and Exec	

Population	Daily Inmate Cost
6,065	\$83.08
6,065	\$52.35
See Page C - Admin and Exec	

Department of Corrections Daily Cost per Inmate Study

C. DOC Administrative and Executive Personnel Cost

Department: DOC - Administration

A portion of the duties of the DOC Executive and Administrative Sections deal with matters pertaining to the Department of Corrections.

Assumptions

	2017	2018
Number of Budgeted DOC Employees	4267.7	3870.2
Number of DOC Program Employees	4192.1	3805.2
Percentage of DOC Program Employees out of DOC Total Employees	98.2%	98.3%
Average Daily Population	7272	6065

Calculation of Costs to be Allocated to DOC Daily Cost

The ratio of the number of DOC program employees to total DOC budgeted employees can be applied to the total costs of operating the DOC Executive and Administrative Sections.

	2017	2018	Calculation
Budgeted FTE's	75.6	65.0	<i>Administration, Legal, & Audit and Policy FTE Count</i>
Salaries and Wages	\$5,523,235.90	\$3,793,629.56	<i>FY expenditures toward department salaries and wages</i>
Other Personnel Costs	\$12,972,533.90	\$3,752,141.29	<i>FY expenditures toward department 501 costs other than salaries/wages</i>
Total Administrative & Executive Staffing Costs	\$18,495,769.80	\$7,545,770.85	<i>Sum Salaries and Other Personnel Costs</i>
Total Admin and Exec Cost Allocated to DOC	\$18,168,127.23	\$7,419,039.65	<i>Total Costs X Percentage of DOC Program Employees in DOC</i>
Admin and Exec Daily Cost per Inmate	\$6.84	\$3.35	<i>Total Allocated Costs / Average Daily Population / 365 days per year</i>

Department of Corrections Daily Cost per Inmate Study

D. DOC Other Direct Costs

Assumptions

	2017	2018
Number of Budgeted DOC Employees	4267.7	3870.2
Number of DOC Program Employees	4192.1	3805.2
Percentage of DOC Program Employees out of DOC Total Employees	98.2%	98.3%
Percentage of Sheriff Vehicle Fleet Assigned to DOC	9.7%	9.7%
Average Daily Population	7272	6065

Non Personal Services Direct Costs associated with the DOC.

Costs for Department of Corrections

Contractual Services		2017	2018	Calculation
Scavenger Services	520049	\$118,500.00	\$173,145.00	100% Allocated to DOC
Transportation for Specific Activities and Purposes / Transportation Services	520095			100% Allocated to DOC
Communication Services	520149	\$78,570.00	\$74,296.00	Allocated to DOC based on percentage of employees
Food Services	520209	\$10,868,000.00	\$10,840,500.00	actual expenditures by program
Postage	520259	\$37,345.00	\$32,495.00	100% Allocated to DOC
Boarding and Lodging of Prisoners	520325	\$2,347,400.00	\$2,347,400.00	100% Allocated to DOC
Contractual Maintenance Services	520389	\$432,563.00	\$507,563.00	100% Allocated to DOC
Special or Cooperative / Aftercare Programs	521300	\$1,400,000.00	\$1,358,000.00	actual expenditures by program
Internal Graphics and Reproduction Services	520485	\$40,000.00	\$40,000.00	Allocated to DOC based on percentage of employees

Supplies and Materials

Wearing Apparel	530100	\$603,578.00	\$291,000.00	based on # of participants per program
Institutional Supplies	530170	\$1,299,570.00	\$1,224,475.00	based on # of participants per program
Books, Periodicals, Publications and Data Services	530635	\$9,584.00	\$5,618.00	100% Allocated to DOC

Operation and Maintenance

Moving Expenses & Minor Remodeling	540105	\$66,292.00	\$67,900.00	100% Allocated to DOC
Maintenance and Subscription Services	540129	\$2,681,804.00	\$2,703,660.00	100% Allocated to DOC

Rental and Leasing

Rental of Office Equipment/ Countywide Office and Data Processing Equip re	550029	\$197,591.00	\$224,113.00	based on % of MFD's
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Contingency

Appropriation Adjustment	580379	-\$330,000.00	-\$330,000.00	
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Vehicles

Operations and Maintenance of Automotive Equipment		\$579.85	\$120.92	Sheriff Operations and Maintenance * Vehicle Allocation to DOC
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Capital Equipment

Capital Equipment		\$2,683,573.00	\$2,683,573.00	Average annual DOC capital equipment expenditure over past 15 years adjusted for inflation
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Total Other Direct Costs		\$22,534,949.85	\$22,243,858.92	Total Costs X Percentage of DOC Program Employees in DOC
Other Direct Daily Cost per Inmate		\$8.49	\$10.05	Total Allocated Costs / Average Daily Population / 365 days per year

Department of Corrections Daily Cost per Inmate Study

E. DOC Pension Costs

Department: Comptroller and Pension Board (Pension Contribution)

Assumptions

	2017	2018
Number of County Program Employees	21852.3	20734.8
Number of DOC Program Employees	4192.1	3805.2
% of DOC Program Employees out of County Program	19.2%	18.4%
Average Daily Population at DOC	7272	6065

Calculation of Costs to be Allocated to DOC Inmate Daily Cost

The County contributes a percentage of gross salaries toward pension.

	2017	2018	Calculation
DOC Regular Salaries and Wages	\$50,995,538.06	\$46,703,009.04	<i>DOC Division, Direct Support, and Admin Personnel salaries and wages X Percentage of DOC Program Employees out of County Program Employees</i>
County Contribution Towards Pension	\$6,675,315.93	\$6,113,423.88	<i>Salaries and wages X Percent pension contribution</i>
Total Daily Cost per Inmate	\$2.51	\$2.76	<i>Total Pension Costs / Average Daily Population / 365 days per year</i>

Department of Corrections Daily Cost per Inmate Study

F1. Non DOC Direct Cost

Department: Cermak Health Services

Assumptions

	2017	2018
Average Daily Population at DOC	7272	6065
Average Daily Population on EM	2187	2133
Total Average Daily Population in custody/monitored	9459	8198
Percentage of Population in Custody at DOC	76.9%	74.0%

Calculation of Costs to be Allocated to DOC Inmate Daily Cost

<u>4240-Cermak Health Services</u>	2017	2018	Calculation
Budgeted FTE's	637.5	653.0	<i>Department FTE count</i>
Department Salaries and Wages	\$43,448,619.69	\$45,763,765.95	<i>FY expenditures toward department salaries and wages</i>
Other Personnel Costs	\$10,013,194.85	\$18,694,660.88	<i>FY expenditures toward department 501 costs other than salaries/wages</i>
Total Department Cost	\$53,461,814.54	\$64,458,426.83	<i>Sum Salaries and Other Personnel Costs</i>
Cost Allocated to DOC	\$41,100,995.38	\$47,687,284.55	<i>Total Costs X Percentage of Population in Custody at DOC</i>
Daily Cost per Inmate	\$15.48	\$21.54	<i>Total Allocated Costs / Average Daily Population / 365 days per year</i>

Department of Corrections Daily Cost per Inmate Study

F2. Non DOC Direct Cost

Department: Cook County Health and Hospitals System

Assumptions

	2017	2018
Average Daily Population at DOC	7272	6065
Average Daily Population on EM	2187	2133
Total Average Daily Population in custody/monitored	9459	8198
Percentage of Custody Population at DOC	76.9%	74.0%

Calculation of Costs to be Allocated to DOC Inmate Daily Cost

Cook County Health and Hospitals System - Inpatient Hospital Stays (excluding Cermak)

	2017	2018	Calculation
Avg. # of Inmates in CCHHS Hospitals Per Day	16.0	16.0	Data provided by Sheriff's Office
Inmate Patient Days	5840.0	5840.0	Avg. # of Inmates in CCHHS Hospitals Per Day X 365 Days per Year
Average Stroger Hospital per Diem Rate for Inpatient Stay	\$4,788.00	\$4,788.00	Data provided by CCHHS
Annual Inmate Inpatient Stay Costs	#####	#####	Inmate Patient Days X Average per Diem Rate for Inpatient Stay
Less Reimbursements from State	#####	#####	estimated at 10%
Total CCHHS Inpatient Stay Costs	#####	#####	costs less reimbursements

Cook County Health and Hospitals System - Outpatient Visits (excluding Cermak)

	2017	2018	Calculation
Avg. # of Inmate Offsite CCHHS Outpatient Visits Per Day	15.0	15.0	Data provided by Sheriff's Office
Inmate Patient Visits	3705.0	3705.0	Inmate Offsite Outpatient Visits Per Day X 247 M-F Days per Year
Average Outpatient Visit Cost	\$714.00	\$714.00	Data provided by CCHHS (system wide average)
Annual Outpatient Visit Costs	\$2,645,370.00	\$2,645,370.00	Inmate Patient Visits X Average Outpatient Visit Cost
Less Reimbursements from State	-\$264,537.00	-\$264,537.00	estimated at 10%
Total CCHHS Outpatient Visit Costs	\$2,380,833.00	\$2,380,833.00	costs less reimbursements

Non-Health and Hospitals Systems Inpatient and Outpatient Billings (Patient Arrestee Claims)

	2017	2018	Calculation
Hospital Billings for Prisoners in Police Custody	\$1,951,672.00	\$1,951,672.00	based on CPI adjusted average expenditures of past 15 years

Total Offsite Hospital Costs

	2017	2018	Calculation
Total Inpatient and Outpatient Offsite Hospital Costs	#####	#####	Sum Inpatient, Outpatient, Patient Arrestee Claims totals
Hospitalization Costs Allocated to DOC	#####	#####	Total Costs X Percentage of Population in custody at DOC

Daily Cost per Inmate	\$8.54	\$9.86	Allocated Costs / Avg. Daily Population / 365 days per year
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Department of Corrections Daily Cost per Inmate Study

F3. Non DOC Direct Cost

Department: Facilities Management

A portion of the duties of Facilities Management deal with matters pertaining to the Department of Corrections.

Assumptions

	2017	2018
Total Square Footage of All County Facilities	9688344	9688344
Square Footage of DOC Facilities	4478884	4478884
Percentage of DOC Space	46.2%	46.2%
Average Daily Population at DOC	7272	6065

Calculation of Costs to be Allocated to DOC Inmate Daily Cost

The ratio of the square footage of DOC facilities to the total square footage of all County buildings managed by Facilities Management can be applied to the total costs of operating Facilities Management.

1200-Department of Facilities Management	2017	2018	Calculation
Budgeted FTE's	524.0	515.1	<i>Department FTE count</i>
Department Salaries and Wages	\$36,238,246.67	\$35,794,612.82	<i>FY expenditures toward department salaries and wages</i>
Other Personnel Costs	\$10,250,655.60	\$10,875,336.86	<i>FY expenditures toward department 501 costs other than salaries/wages</i>
Total Department Cost	\$46,488,902.27	\$46,669,949.68	<i>Sum Salaries and Other Personnel Costs</i>
Cost Allocated to DOC	\$21,491,639.91	\$21,575,337.43	<i>Total Costs X Percentage of DOC Space</i>
Daily Cost per Inmate	\$8.10	\$9.75	<i>Total Allocated Costs / Average Daily Population / 365 days per year</i>

Department of Corrections Daily Cost per Inmate Study

F4. Non DOC Direct Cost

Department: DOC Utility Costs

Direct utility costs spent on DOC facilities need to be applied.

Assumptions

	2017	2018
Average Daily Population at DOC	7272	6065
Square Footage of DOC Facilities	4478884	4478884
Square Footage of DOC Campus	4942481	4942481
Square Footage of DOC Campus minus Boot Camp	4870289	4870289

Electricity Costs

	2017	2018	Calculation
Square Footage of All DOC Campus Space	4942481	4942481	<i>Sum all DOC Campus Square Footage</i>
Percentage of DOC Space	91%	91%	<i>Square Footage of DOC Facilities / All DOC Campus Space</i>
Total Electricity Costs	\$4,417,792.00	\$4,506,576.00	<i>FY expenditures</i>
Electricity Cost Allocated to DOC	\$4,003,410.01	\$4,083,866.21	<i>Total Electric Costs X Percentage of DOC Space</i>

Natural Gas Costs

	2017	2018	Calculation
Square Footage of all DOC Campus Space minus Boot Camp	4870289	4870289	<i>Sum all DOC Campus Square Footage minus Boot Camp</i>
Percentage of DOC Space	92%	92%	<i>Square Footage of DOC Facilities / All DOC Campus Space minus Boot Camp</i>
Total Gas Costs	\$2,407,060.00	\$2,526,040.00	<i>FY expenditures</i>
Natural Gas Cost Allocated to DOC	\$2,213,614.54	\$2,323,032.60	<i>Total Natural Gas Costs X Percentage of DOC Space for Gas</i>

Water and Sewer Costs

	2017	2018	Calculation
Square Footage of All DOC Campus Space	4942481	4942481	<i>Sum all DOC and South Campus Square Footage</i>
Percentage of DOC Space	91%	91%	<i>Square Footage of DOC Facilities / All DOC Campus Space</i>
Total Water Costs	\$3,322,487.00	\$2,834,300.00	<i>FY expenditures</i>
Water and Sewer Cost Allocated to DOC	\$3,010,842.91	\$2,568,447.09	<i>Total Water and Sewer Costs X Percentage of DOC Space for Water and Sewer</i>

Calculation of Costs to be Allocated to DOC Inmate Daily Cost

	2017	2018	Calculation
Total Utility Cost Allocated to DOC	\$9,227,867.45	\$8,975,345.90	<i>Sum allocated costs for Electricity, Gas, Water and Sewer</i>
Daily Cost per Inmate	\$3.48	\$4.05	<i>DOC Utility Costs / Avg. Daily Population / 365 days per year</i>

Department of Corrections Daily Cost per Inmate Study

F5. Non DOC Direct Cost

Department: Communication Services

Assumptions

	2017	2018
Average Daily Population at DOC	7272	6065
Percentage of Communication Services to DOC	1.2%	1.2%

Based on historical Communication Services allocation.

Calculation of Costs to be Allocated to DOC Inmate Daily Cost

	2017	2018	Calculation
Communication Services - 490	\$2,428,925.00	\$2,381,349.00	<i>FY expenditures</i>
Communication Services - 499	\$7,318,094.00	\$8,036,821.00	
Communication Services - 899	\$226,066.00	\$243,014.00	
Indirect Communication Services Total	\$9,973,085.00	\$10,661,184.00	<i>Sum all Communication Services Expenditures</i>
Indirect Communication Services Allocated to DOC	\$119,677.02	\$127,934.21	<i>Indirect Communication Services X Percentage of Communication Services to DOC</i>
Direct Communication Services - 239	\$78,570.00	\$74,296.00	<i>Direct FY expenditures</i>
Cost Allocated to DOC	\$198,247.02	\$202,230.21	<i>Indirect Allocation and Direct Communication Services</i>
Daily Cost per Inmate	\$0.07	\$0.09	<i>Allocated Costs / Avg. Daily Population / 365 days per year</i>

Department of Corrections Daily Cost per Inmate Study

G. Building Capitalization Costs

Department: Building Capitalization

Building Capitalization Costs include building construction and renovation costs plus interest over 30 years, based on a facility life span of 40 years.

Assumptions

	2017	2018
Average Daily Population at DOC	7272	6065
All DOC Campus Space	4942481	4942481
Square Footage of DOC Facilities	4478884	4478884
Percentage of DOC Space as Facilities	90.6%	90.6%

Calculation of Costs to be Allocated to DOC Inmate Daily Cost

	2017	2018	
Total DOC Campus Building Capitalization Cost	\$35,113,125.85	\$33,354,653.96	<i>Total construction costs in that year and prior 40 years plus interest / 40 year useful life</i>
DOC Allocation of Costs	\$31,819,569.48	\$30,226,039.50	<i>Total Cost X Percentage of DOC space</i>
Daily Cost per Inmate	\$11.99	\$13.65	<i>Allocated Costs / Avg. Daily Population / 365 days per year</i>

(see table on following page)

**Department of Corrections Daily Cost per Inmate Study
G2. Building Capitalization Cost Detail Table**

Building / Project	Year Completed	Total Project Cost	Total Project Square Feet	Interest (5% over 30 years)	Total Cost With Interest	Average Annual Cost With Interest Over 40 Years
Central Kitchen at DCC	1974	\$4,500,000	145,935	\$4,196,510	\$8,696,510	\$217,413
Division 4 Dorm & Gym	1975	\$10,000,000	167,934	\$9,325,578	\$19,325,578	\$483,139
Division 5, Reception	1978	\$41,500,000	356,497	\$38,701,150	\$80,201,150	\$2,005,029
Powerhouse, DCC Addition	1978	\$15,100,000	15,100	\$14,885,848	\$29,985,848	\$749,134
Division 6, Dorms	1979	\$27,500,000	266,984	\$25,645,341	\$53,145,341	\$1,328,634
DOC Guard Houses, Towers #	1981	\$291,900	2,100	\$272,214	\$564,114	\$14,103
DOC 'Tunnels'	1981	\$3,058,000	22,000	\$2,851,762	\$5,909,762	\$147,744
Division 1 Renovation (2 cells combined to 1)	1981	\$17,981,000	0	\$16,119,762	\$34,100,762	\$853,024
Residential Treatment Unit	1985	\$7,500,000	77,172	\$6,994,184	\$14,494,184	\$362,355
Central Chilled Water Plant	1991	\$11,700,000	17,970	\$10,910,927	\$22,610,927	\$565,273
Division 10 (18.123 acres w/o w/Clv)	1992	\$61,863,279	335,153	\$57,991,179	\$119,854,458	\$2,998,864
Division 9	1993	\$760,939,599	234,292	\$709,113,24	\$1,470,052,839	\$3,673,773
South Campus Building 1	1993	\$4,649,347	40,144	\$4,335,785	\$8,985,132	\$224,628
South Campus Building 3	1995	\$1,041,137,6	89,897	\$979,799,37	\$2,020,937,0	\$50,520
Powerhouse Extension	1995	\$4,800,000	3,860	\$4,289,766	\$9,089,766	\$227,244
Division 11, site 21 acres	1995	\$129,623,347	656,000	\$120,881,269	\$250,504,616	\$6,262,615
Kitchen #2	1996	\$40,881,000	96,000	\$38,123,897	\$79,004,897	\$1,975,122
New Cermak Health Care	1998	\$36,731,295	155,000	\$34,254,150	\$70,985,445	\$1,774,639
Old Kitchen Rehab Close Division 7 Beds	1998	\$7,600,000	0	\$7,082,744	\$14,682,744	\$367,179
South Campus Building 2	1999	\$8,695,520	75,000	\$8,190,075	\$16,884,595	\$420,115
South Campus Building 4	1999	\$962,000	44,620	\$897,121	\$1,859,121	\$46,478
South Campus Building 5	1999	\$3,475,842	28,905	\$3,211,907	\$6,687,749	\$167,740
Divisions 5 & 6 - Security Upgrades	2003	\$5,115,000	0	\$4,770,033	\$9,885,033	\$247,126
Division 8 - Fire & Life Safety Systems	2005	\$724,467	0	\$675,607	\$1,400,074	\$35,002
Division 2 - Renovation	2005	\$18,500,000	0	\$17,252,230	\$35,752,230	\$893,808
Divisions 3 & 4 - Security Upgrades	2006	\$3,400,000	0	\$2,979,614	\$6,379,614	\$161,944
DOC Infrastructure Renovation - Tunnels	2006	\$8,160,000	0	\$7,699,672	\$15,769,672	\$394,242
Division 3 - ADA Renovation	2007	\$209,997	0	\$194,834	\$404,831	\$10,146
Divisions 9 & 10 - Life Safety Systems	2008	\$2,800,000	0	\$2,704,418	\$5,504,418	\$137,610
Division 11 - Security Upgrades	2008	\$5,100,000	0	\$4,756,045	\$9,856,045	\$246,401
Elevator Modernization - CCAB, Kitchen, Div. 9 & 10, SC#3	2008	\$4,500,000	0	\$4,196,510	\$8,696,510	\$217,413
Telecommunication Wiring Upgrades - DOC Campus	2008	\$17,000,000	0	\$15,853,483	\$32,853,483	\$821,337
SC#1, SC#4, and Maxwell Courthouse - Life Safety Systems	2009	\$2,500,000	0	\$2,311,907	\$4,811,907	\$120,785
CCB, CCAR, Div. 1, 2, & 11, SC - Exterior Stabilization	2009	\$8,300,000	0	\$7,740,230	\$16,040,230	\$401,006
Division 8, Skokke Courthouse, MED - Life Safety Systems	2010	\$3,400,000	0	\$3,170,697	\$6,570,697	\$164,267
South Campus #3 & #4 - HVAC Upgrades	2011	\$2,800,000	0	\$2,611,162	\$5,411,162	\$135,279
Boat Camp - Replacement of Running Track	2011	\$1,500,000	0	\$1,398,884	\$2,898,884	\$72,467
Division 1 Stair Replacement	2011	\$750,000	0	\$699,418	\$1,449,418	\$36,235
South Campus and Division V Foundation Wall Repairs	2011	\$450,000	0	\$419,651	\$869,651	\$21,741
Electronic Perimeter Monitoring - DOC Campus	2011	\$8,500,000	0	\$7,922,672	\$16,422,672	\$411,667
Division 10 Wall Repair & South Campus Concrete Work	2012	\$314,718	0	\$293,403	\$608,111	\$15,205
Division 3 Exterior Wall Repair	2012	\$3,075,000	0	\$2,870,709	\$6,045,709	\$151,693
Boat Camp Track Replacement	2012	\$3,075,000	0	\$2,870,709	\$6,045,709	\$151,693
Division 11 Fencing & Restriping	2012	\$1,138,584	0	\$1,064,179	\$2,202,763	\$55,061
Boat Camp Speed Humps	2012	\$29,781	0	\$27,773	\$57,554	\$1,439
DOC Grab Bars for ADA Compliance	2013	\$85,449	0	\$79,686	\$165,135	\$4,128
New RTU-RCD	2013	\$86,042,293	0	\$80,577,001	\$166,619,294	\$4,174,532
New RTU-RCD Exterior Window Mod	2013	\$141,997	0	\$132,420	\$274,417	\$6,860
New RTU-RCD 3 & 5-man cell Wood	2013	\$154,814	0	\$144,373	\$299,187	\$7,480
DOC Recreation Yard Renovations	2013	\$5,202,217	0	\$4,851,152	\$10,053,369	\$251,341
South Campus Bldg 1 A/C Installation	2013	\$1,698,693	0	\$1,578,875	\$3,277,568	\$81,943
Division Replace Stair Project	2013	\$454,248	0	\$423,613	\$877,861	\$21,947
DOC Recreation Area & Court Yard	2013	\$563,913	0	\$525,881	\$1,089,794	\$27,245
Powerhouse - Replace 9' water main	2014	\$105,341	0	\$97,714	\$203,055	\$5,076
Cook County Jail - Division IV Plumbing Improvements	2014	\$556,568	0	\$519,032	\$1,075,600	\$26,891
Cook County Jail - Division IV Plumbing Improvements Supplement	2014	\$168,424	0	\$157,005	\$325,429	\$8,137
Cook County Jail - Division VI Plumbing Updates	2014	\$948,375	0	\$884,415	\$1,832,790	\$45,520
Cook County Jail - Division VI Plumbing Update Replacement Suppl	2014	\$91,676	0	\$85,734	\$177,410	\$4,435
DOC Div IX Cell Window Replacement	2014	\$796,716	0	\$743,983	\$1,539,699	\$38,402
ADA Compliance Renovation	2014	\$283,695	0	\$265,535	\$549,230	\$13,705
ADA Compliance Renovation Supplemental	2014	\$171,890	0	\$160,297	\$332,187	\$8,305
ADA Compliance Renovation Supplemental Phase II	2014	\$801,095	0	\$747,067	\$1,548,162	\$38,704
Division 5 Officers Dining Hall Renovation Supplemental	2014	\$2,071,120	0	\$1,931,439	\$4,002,559	\$100,664
Cook County Jail Pretrial Services, Additional Restroom, Supplement	2014	\$1,000,000	0	\$937,727	\$1,937,727	\$48,441
New RTU FFE Installation Supplemental - MRI Lead	2014	\$4,002	0	\$3,732	\$7,734	\$193
DOC Div 3 Annex & Div 4 Roof Replacement	2014	\$616,967	0	\$575,377	\$1,192,324	\$29,808
DOC Central Kitchen Compressor Upgrade	2014	\$1,588,890	0	\$1,499,485	\$3,088,375	\$76,708
DOC Division I - Hot Water Tank Semi-Instantaneous Tank	2014	\$297,919	0	\$277,827	\$575,746	\$14,394
DOC - Division VI - Fire Pump Replacement	2014	\$55,852	0	\$52,851	\$108,703	\$2,717
DOC - Division IV - Fire Pump Replacement	2014	\$129,313	0	\$120,610	\$249,923	\$6,249
DOC - Division V - Fire Pump Replacement	2014	\$62,681	0	\$58,843	\$121,524	\$3,038
South Campus Fire Pump Replacement	2014	\$65,339	0	\$60,951	\$126,311	\$3,158
Division I Courtyard Additions	2014	\$43,696	0	\$40,740	\$84,444	\$2,111
Security Post Construction and Upgrades	2014	\$97,774,40	0	\$91,180,28	\$188,954,68	\$4,728,87
Sherriff Video System	2014	\$117,442	0	\$109,675	\$227,117	\$5,678
Sherriff Video Camera and Recording Systems	2014	\$7,500,000	0	\$6,994,184	\$14,494,184	\$362,355
Security Post Construction and Upgrades	2014	\$97,774,40	0	\$91,180,28	\$188,954,68	\$4,728,87
DOC Division 5 Officers Dining Hall Renovation	2014	\$2,071,120	0	\$1,931,439	\$4,002,559	\$100,664
DOC Division 3 Generator Replacement	2014	\$273,061	0	\$254,666	\$527,727	\$13,193
DOC Division 9 Cell Windows Replacement	2015	\$796,716	0	\$743,983	\$1,539,699	\$38,402
Sherriff Employment Parking Lot	2016	\$91,275	0	\$85,082	\$176,317	\$4,408
DOC Campus Demos	2017	\$ 440,972.10	0	\$411,212	\$852,184	\$21,285
DOC Campus Demos	2017	\$ 768,935.70	0	\$717,077	\$1,486,013	\$37,150
DOC Campus Demos	2017	\$ 45,595.68	0	\$42,521	\$88,116	\$2,203
DOC Telecom Preis	2017	\$2,116,000	0	\$1,976,578	\$4,092,578	\$102,307
CW PS ADA Improvements	2017	\$297,876.11	0	\$278,941	\$576,817	\$14,424
DOC Campus Demos	2017	\$ 117,521.51	0	\$109,996	\$227,517	\$5,678
DOC Telecom Preis	2017	\$6,445,800	0	\$6,094,184	\$12,539,984	\$313,496
DOC Campus Demos	2017	\$ 57,818.40	0	\$53,872	\$111,690	\$2,791
DOC Telecom Preis	2017	\$ 121,492.80	0	\$113,299	\$234,792	\$5,870
DOC Renzo/Repl Preis	2017	\$ 17,690.70	0	\$16,408	\$34,088	\$855
DOC Campus Demos	2017	\$ 328,320.00	0	\$306,177	\$634,497	\$15,862
DOC Campus Demos	2017	\$ 267,270.30	0	\$249,245	\$516,515	\$12,913
DOC Campus Demos	2017	\$ 267,270.30	0	\$249,245	\$516,515	\$12,913
DOC Campus Demos	2017	\$ 192,369.20	0	\$178,383	\$370,752	\$9,269
DOC Campus Demos	2017	\$ 299,501.33	0	\$279,302	\$578,804	\$14,470
DOC Campus Demos	2017	\$ 692,092.80	0	\$645,417	\$1,337,509	\$33,438
DOC Campus Demos	2017	\$ 255,996.90	0	\$238,732	\$494,729	\$12,368
DOC Renzo/Repl Preis	2017	\$ 2,500.00	0	\$2,331	\$4,831	\$121
DOC Renzo/Repl Preis	2017	\$ (2,500.00)	0	-\$2,331	-\$4,831	-\$121
DOC Renzo/Repl Preis	2017	\$ 20,612.70	0	\$19,273	\$39,885	\$996
DOC Renzo/Repl Preis	2017	\$ (20,612.70)	0	-\$19,273	-\$39,885	-\$996
DOC Renzo/Repl Preis	2017	\$ 2,500.00	0	\$2,331	\$4,831	\$121
DOC Renzo/Repl Preis	2017	\$ 20,369.97	0	\$18,996	\$39,366	\$984
DOC Renzo/Repl Preis	2017	\$ 13,616.17	0	\$12,698	\$26,314	\$668
DOC New Adm/Train Bldg	2017	\$ 778,538.31	0	\$729,886	\$1,508,424	\$37,460
DOC New Adm/Train Bldg	2017	\$ (278,339.33)	0	-\$259,886	-\$537,946	-\$13,449
DOC New Adm/Train Bldg	2017	\$ 278,339.33	0	\$259,886	\$537,946	\$13,449
DOC New Adm/Train Bldg	2017	\$ 157,447.28	0	\$146,829	\$304,276	\$7,607
DOC Telecom Preis	2017	\$ 44,843.02	0	\$41,819	\$86,662	\$2,167
DOC Campus Demos	2017	\$ 37,204.48	0	\$34,463	\$71,667	\$1,792
DOC New Adm/Train Bldg	2017	\$ 352,730.92	0	\$328,793	\$681,524	\$17,034
DOC Campus Demos	2017	\$ 115,061.20	0	\$107,320	\$222,340	\$5,560
DOC New Adm/Train Bldg	2017	\$ 20,068.01	0	\$18,715	\$38,783	\$970
CW PS ADA Improvements	2017	\$ 24,480.56	0	\$22,830	\$47,310	\$1,183
DOC Campus Demos	2017	\$ 123,909.86	0	\$115,553	\$239,463	\$5,987
CW PS ADA Improvements	2017	\$ 18,148.38	0	\$17,024	\$35,072	\$887
DOC Campus Demos	2017	\$ 33,001.10	0	\$30,773	\$63,777	\$1,594
DOC New Adm/Train Bldg	2017	\$ 360,433.12	0	\$336,123	\$696,556	\$17,414
DOC New Adm/Train Bldg	2017	\$ 25,325.41	0	\$23,969	\$49,294	\$1,252
DOC New Adm/Train Bldg	2017	\$ 6,320.09	0	\$5,894	\$12,214	\$305
DOC Campus Demos	2017	\$ 98,847.90	0	\$92,181	\$191,029	\$4,776
DOC Mech Sys Cap R/R Proj	2017	\$ 19,086.28	0	\$17,799	\$36,886	\$922
DOC Campus Demos	2017	\$ 19,076.09	0	\$17,748	\$36,817	\$919
DOC Renzo/Repl Preis	2017	\$ 5,232.13	0	\$4,879	\$10,111	\$253
DOC New Adm/Train Bldg	2017	\$ 57,346.93	0	\$53,479	\$110,826	\$2,771
DOC Campus Demos	2017	\$ 46,000.00	0	\$42,743	\$88,743	\$2,219
DOC Campus Demos	2017	\$ 264,434.40	0	\$246,600	\$511,035	\$12,776
DOC Campus Demos	2017	\$ 90,200.00	0	\$84,117	\$174,317	\$4,358
DOC New Adm/Train Bldg	2017	\$ 424,147.09	0	\$395,542	\$819,689	\$20,492
DOC New Adm/Train Bldg	2017	\$ 71,117.29	0	\$66,608	\$137,725	\$3,441
DOC New Adm/Train Bldg	2017	\$ 31,465.21	0	\$29,343	\$60,808	\$1,520
DOC Campus Demos	2017	\$ 9,379.01	0	\$8,746	\$18,125	\$453
DOC Campus Demos	2017	\$ 63,827.43	0	\$59,336	\$123,164	\$3,074
DOC Bldg Exp Renzo/Repl Preis	2017	\$ 21,736.30	0	\$20,270	\$42,007	\$1,050
DOC Mech Sys Cap R/R Proj	2017	\$ 23,244.25	0	\$21,667	\$44,912	\$1,123
DOC Campus Demos	2017	\$ 76,397.25	0	\$71,245	\$147,642	\$3,691
DOC Campus Demos	2017	\$ 2,686.64	0	\$2,505	\$5,192	\$130
DOC Campus Demos	2017	\$ 53,819.40	0	\$50,190	\$104,009	\$2,600
DOC New Adm/Train Bldg	2017	\$ 217,213.99	0	\$202,565	\$419,779	\$10,494
DOC New Adm/Train Bldg	2017	\$ 19,079.71	0	\$17,793	\$36,873	\$922
DOC Renzo/Repl Preis	2017	\$ 6,540.39	0	\$6,099	\$12,640	\$316
DOC Campus Demos	2017	\$ 148,896.00	0	\$138,854	\$287,750	\$7,194
DOC Campus Demos	2017	\$ 321,500.00	0	\$299,862	\$621,362	\$15,533
DOC Campus Demos	2017	\$ 31,500.00	0	\$29,382	\$60,882	\$1,522
DOC Campus Demos	2017	\$ (32,150.00)	0	-\$29,862	-\$60,012	-\$1,522
DOC New Adm/Train Bldg	2017	\$ 633.29	0	\$591	\$1,224</	

Department of Corrections Daily Cost per Inmate Study

H. Sheriff Indirect Cost for the Department of Corrections

Department: Various Sheriff's Offices

A portion of the duties of the Sheriff's Executive, Administrative, and Merit Board Offices deal with matters pertaining to the Department of Corrections.

Assumptions

	2017	2018
Total Number of Sheriff Employees	562.6	503.5
Number of DOC Employees	4267.7	3870.2
Percentage of Sheriff Employees out of DOC Emp	13.2%	13.0%
Average Daily Population at DOC	7272	6065

Calculation of Costs to be Allocated to DOC Inmate Daily Cost

The ratio of the number of DOC employees to total Sheriff's employees can be applied to the total costs of operating the following Sheriff's offices.

1214 SHERIFF'S ADMINISTRATION - FISCAL, LEGAL, POLICY AND COMMUNICATIONS

SHERIFF ADMINISTRATION (i.e. All Other Sections: 14050-Fiscal Administration / 14925-Human Resources Administration/ 15555-Legal Affairs/ 17290-Payroll/ 17865-Policy and Communications/ 19310-Sheriff's Office Intelligence Center/ 19810-Support Services/ 20340-Training Institute/ 20555-Vehicle Services/ 20960-Research and Business Intelligence

	2017	2018	Calculation
Budgeted FTE's	339.60	299.50	Department FTE count
Department Salaries and Wages	\$23,185,507.30	\$21,998,823.48	FY expenditures toward department salaries and wages
Other Personnel Costs	\$2,341,933.24	\$5,500,002.34	FY expenditures toward department 501 costs other than salaries/wages
Total Sheriff's Administration Cost	\$25,527,440.54	\$27,498,825.82	Sum Salaries and Other Personnel Costs
Sheriff Administration Cost Allocated to DOC	\$3,365,217.34	\$3,577,504.73	Total Section Cost X Percentage of DOC employees out of Sheriff employees

1210. Office of the Sheriff

	2017	2018	Calculation
Budgeted FTE's	61.0	77.0	Department FTE count
Department Salaries and Wages	\$6,422,688.85	\$2,950,843.49	FY expenditures toward department salaries and wages
Other Personnel Costs	\$2,104,278.85	\$2,052,276.73	FY expenditures toward department 501 costs other than salaries/wages
Total Department Cost	\$8,526,967.70	\$5,003,120.22	Sum Salaries and Other Personnel Costs
Cost Allocated to DOC	\$1,124,088.39	\$650,889.11	Total Section Cost X Percentage of DOC employees out of Sheriff employees

1217. Sheriff Information Technology

	2017	2018	Calculation
Budgeted FTE's	35.0	28.0	Department FTE count
Department Salaries and Wages	\$3,194,206.68	\$4,944,329.88	FY expenditures toward department salaries and wages
Other Personnel Costs	\$3,072,059.96	\$666,967.43	FY expenditures toward department 501 costs other than salaries/wages
Total Department Cost	\$6,266,266.64	\$5,611,297.31	Sum Salaries and Other Personnel Costs
Cost Allocated to DOC	\$826,065.94	\$730,010.90	Total Section Cost X Percentage of DOC employees out of Sheriff employees

1216. Office of Professional Review, Integrity, and Special Investigations

	2017	2018	Calculation
Budgeted FTE's	99.0	86.0	Department FTE count
Department Salaries and Wages	\$6,428,984.38	\$5,129,931.18	FY expenditures toward department salaries and wages
Other Personnel Costs	\$1,353,876.19	\$1,342,065.80	FY expenditures toward department 501 costs other than salaries/wages
Total Department Cost	\$7,782,860.57	\$6,471,996.98	Sum Salaries and Other Personnel Costs
Cost Allocated to DOC	\$1,025,994.65	\$841,985.03	Total Section Cost X Percentage of DOC employees out of Sheriff employees

1249. Merit Board

	2017	2018	Calculation
Budgeted FTE's	28.0	13.0	Department FTE count
Department Salaries and Wages	\$1,315,930.03	\$944,460.73	FY expenditures toward department salaries and wages
Other Personnel Costs	\$338,343.83	\$315,953.23	FY expenditures toward department 501 costs other than salaries/wages
Total Department Cost	\$1,654,273.86	\$1,260,413.96	Sum Salaries and Other Personnel Costs
Total # of Tests Administered	7561	7561	
Physical Ability Tests Administered	1594	1594	
Entrance Tests for DOC Employees	4282	4282	
Physical Ability Tests for DOC Employees	210	207	Physical Ability Tests X Percentage of DOC Employees out of Sheriff employees
Promotional Tests for DOC Employees	824	824	
# of Exams Administered to DOC Staff	5316	5313	Sum all tests for DOC employees
Percentage of Exams given to DOC	70.3%	70.3%	Exams administered to DOC staff / Total Tests Administered
Cost Allocated to DOC	\$1,163,118.61	\$885,736.12	Total Section Cost X Percentage of Exams given to DOC

Total Sheriff Indirect Costs

	2017	2018	Calculation
Total Sheriff Indirect Cost Allocated to DOC	\$7,504,484.93	\$6,686,125.90	Sum Total for all Sheriff Offices above
Sheriff Indirect Daily Cost per Inmate	\$2.83	\$3.02	Total Allocated Costs / Avg. Daily Population / 365 days per year

Department of Corrections Daily Cost per Inmate Study

I. Workers' Compensation and Self Insurance Costs for the DOC

Department: Workers' Compensation and Self Insurance Claims

A portion of the duties of the Risk Management deal with matters pertaining to the Department of Corrections.

Assumptions

	2017	2018
Total Number of County Employees	23233	22029
Number of DOC Employees	4268	3870
Percentage of DOC Employees	18.4%	17.6%

Average Daily Population at DOC	7272	6065
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Calculation of Costs to be Allocated to DOC Inmate Daily Cost

Workers' Compensation and Self Insurance Claim Costs directly related to the Department of Corrections need to be applied.

	2017	2018	Calculation
Workers' Compensation Claims	\$0.00	\$0.00	<i>Average CPI adjusted claims value</i>
Self Insurance Claims	\$39,276,614.11	\$52,983,392.92	<i>Average CPI adjusted claims value</i>
Total Costs	\$39,276,614.11	\$52,983,392.92	<i>Sum WC and SI claims</i>

Daily Cost per Inmate	\$14.80	\$23.93	<i>Total Costs / Avg. Daily Population / 365 days per year</i>
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Department of Corrections Daily Cost per Inmate Study

J1. Corporate Indirect Cost for the Department of Corrections

Department: Bureau of Finance

A portion of the duties of the Bureau of Finance deal with matters pertaining to the Department of Corrections.

Assumptions

	2017	2018
Total Number of County Employees	23233	22029
Number of DOC Employees	4268	3870
Percentage of DOC Employees	18.4%	17.6%
Average Daily Population at DOC	7272	6065

Calculation of Costs to be Allocated to DOC Inmate Daily Cost

The ratio of the number of DOC employees to total County employees can be applied to the total costs of operating the Bureau of Finance.

a. 1008. Risk Management

	2017	2018	Calculation
Budgeted FTE's	22.0	23.0	Department FTE count
Department Salaries and Wages	\$1,731,347.69	\$1,797,091.35	FY expenditures toward department salaries and wages
Other Personnel Costs	\$353,851.20	\$365,409.33	FY expenditures toward department 501 costs other than salaries/wages
Total Department Cost	\$2,085,198.89	\$2,162,500.68	Sum Salaries and Other Personnel Costs
Risk Management Cost Allocated to DOC	\$383,026.30	\$379,917.21	Total Section Cost X Percentage of DOC employees in County
Daily Cost per Inmate	\$0.14	\$0.17	Allocated Costs / Avg. Daily Population / 365 days per year

b. 1014. Budget & Management Services

	2017	2018	Calculation
Budgeted FTE's	19.0	20.0	Department FTE count
Department Salaries and Wages	\$1,653,490.68	\$1,570,735.96	FY expenditures toward department salaries and wages
Other Personnel Costs	\$273,677.07	\$256,576.00	FY expenditures toward department 501 costs other than salaries/wages
Total Department Cost	\$1,927,167.75	\$1,827,311.96	Sum Salaries and Other Personnel Costs
Budget Cost Allocated to DOC	\$353,997.86	\$321,029.84	Total Section Cost X Percentage of DOC employees in County
Daily Cost per Inmate	\$0.13	\$0.15	Allocated Costs / Avg. Daily Population / 365 days per year

c. 1020 Comptroller

	2017	2018	Calculation
Budgeted FTE's	41.7	37.0	Department FTE count
Department Salaries and Wages	\$2,774,013.27	\$2,586,722.99	FY expenditures toward department salaries and wages
Other Personnel Costs	\$655,875.94	\$580,310.16	FY expenditures toward department 501 costs other than salaries/wages
Total Department Cost	\$3,429,889.21	\$3,167,033.15	Sum Salaries and Other Personnel Costs
Comptroller Cost Allocated to DOC	\$630,029.96	\$556,397.69	Total Section Cost X Percentage of DOC employees in County
Daily Cost per Inmate	\$0.24	\$0.25	Allocated Costs / Avg. Daily Population / 365 days per year

d. 1021. Office of the Chief Financial Officer

	2017	2018	Calculation
Budgeted FTE's	11.0	11.0	Department FTE count
Department Salaries and Wages	\$910,471.49	\$1,012,322.46	FY expenditures toward department salaries and wages
Other Personnel Costs	#####	-\$28,949,413.82	FY expenditures toward department 501 costs other than salaries/wages
Total Department Cost	#####	-\$27,937,091.36	Sum Salaries and Other Personnel Costs
Office of the CFO Cost Allocated to DOC	-\$6,904,813.51	-\$4,908,105.61	Total Section Cost X Percentage of DOC employees in County
Daily Cost per Inmate	-\$2.60	-\$2.22	Allocated Costs / Avg. Daily Population / 365 days per year

Department of Corrections Daily Cost per Inmate Study

J2. Corporate Indirect Cost for the Department of Corrections

Department: Procurement and Contract Compliance

A portion of the duties of the Procurement and Contract Compliance Department deal with matters pertaining to the Department of Corrections.

Assumptions

	2017	2018
Number of Budgeted DOC Employees	4267.7	3870.2
Number of DOC Program Employees	4192.1	3805.2
Percentage of DOC Program Positions in DOC	98.2%	98.3%
Average Daily Population at DOC	7272	6065

Calculation of Costs to be Allocated to DOC Inmate Daily Cost

The ratio of the number of purchase orders (requisitions) submitted by the DOC to the total number of purchase orders (requisitions) submitted annually can be applied to the total costs of operating Procurement and Contract Compliance.

	2017	2018	Calculation
Total # Contracts and Contract Modifications	689	641	<i>from Procurement</i>
Dept. 239 # Contracts and Contract Modifications	8	9	<i>from Procurement</i>
Percentage of DOC Contract time worked	1.2%	1.4%	<i>DOC Contracts&Modifications / Total # Contracts&Modifications</i>

1030-Chief Procurement Officer

	2017	2018	Calculation
Budgeted FTE's	32.0	31.0	<i>Department FTE count</i>
Department Salaries and Wages	\$2,440,198.50	\$2,227,005.58	<i>FY expenditures toward department salaries and wages</i>
Other Personnel Costs	\$526,772.41	\$474,234.77	<i>FY expenditures toward department 501 costs other than salaries/wages</i>
Total Procurement Cost	\$2,966,970.91	\$2,701,240.35	<i>Sum Salaries and Other Personnel Costs</i>

1022. Contract Compliance

	2017	2018	Calculation
Budgeted FTE's	12.0	12.0	<i>Department FTE count</i>
Department Salaries and Wages	\$867,307.26	\$849,599.53	<i>FY expenditures toward department salaries and wages</i>
Other Personnel Costs	\$158,916.98	\$166,341.11	<i>FY expenditures toward department 501 costs other than salaries/wages</i>
Total Contract Compliance Cost	\$1,026,224.24	\$1,015,940.64	<i>Sum Salaries and Other Personnel Costs</i>
Total Procurement & Contract Compliance Cost	\$3,993,195.15	\$3,717,180.99	<i>Sum total costs</i>
Cost Allocated to DOC	\$46,365.11	\$52,191.31	<i>Total Costs X Percentage DOC Contract time worked</i>
Daily Cost per Inmate	\$0.02	\$0.02	<i>Allocated Costs / Avg. Daily Population / 365 days per year</i>

Department of Corrections Daily Cost per Inmate Study

J3. Corporate Indirect Cost for the Department of Corrections

Department: Capital Planning

A portion of the duties of Capital Planning deal with matters pertaining to the Department of Corrections.

Assumptions

	2017	2018
Total Square Footage of All County Facilities	9688344	9688344
Square Footage of DOC Facilities	4478884	4478884
Percentage of DOC Space	46.2%	46.2%
Average Daily Population at DOC	7272	6065

Calculation of Costs to be Allocated to DOC Inmate Daily Cost

The ratio of the capital project expenditures for the DOC to the total capital project expenditures managed by Capital Planning can be applied to the total costs of operating Capital Planning.

	2017	2018	Calculation
Budgeted FTE's	13.0	13.0	<i>Department FTE count</i>
Department Salaries and Wages	\$1,139,532.00	\$1,167,911.00	<i>FY expenditures toward department salaries and wages</i>
Other Personnel Costs	\$0.00	\$1,391,799.00	<i>FY expenditures toward department 501 costs other than salaries/wages</i>
Total Department Cost	\$1,139,532.00	\$2,559,710.00	<i>Sum Salaries and Other Personnel Costs</i>
Cost Allocated to DOC	\$526,801.24	\$1,183,344.04	<i>Total Costs X Percentage of DOC Space in County</i>
Daily Cost per Inmate	\$0.20	\$0.53	<i>Allocated Costs / Avg. Daily Population / 365 days per year</i>

Department of Corrections Daily Cost per Inmate Study

J4. Corporate Indirect Cost for the Department of Corrections

Department: Office of the President and Board of Commissioners

A portion of the duties of the President's Office and Board of Commissioners deal with matters pertaining to the Department of Corrections.

Assumptions

	2017	2018
Total Number of County Employees	23233	22029
Number of DOC Employees	4268	3870
Percentage of DOC Employees	18.4%	17.6%

Average Daily Population at DOC	7272	6065
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Calculation of Costs to be Allocated to DOC Inmate Daily Cost

The ratio of the number of DOC employees to total County employees can be applied to the total costs of operating the President's Office and Board of Commissioners.

1010-Office of the President

	2017	2018	Calculation
Budgeted FTE's	18.0	17.9	<i>Department FTE count</i>
Department Salaries and Wages	\$1,807,909.45	\$1,698,594.21	<i>FY expenditures toward department salaries and wages</i>
Other Personnel Costs	\$237,002.74	\$225,056.25	<i>FY expenditures toward department 501 costs other than salaries/wages</i>
Total Cost	\$2,044,912.19	\$1,923,650.46	<i>Sum Salaries and Other Personnel Costs</i>

Board of Commissioners: 1018- Office of the County Commissioner & All districts (1081, 1082, 1083, 1084, 1085, 1086, 1087, 1088, 1089, 1090, 1091, 1092, 1093, 1094, 1095, 1096, 1097)

	2017	2018	Calculation
Budgeted FTE's	88.1	89.4	<i>Department FTE count</i>
Department Salaries and Wages	\$6,416,765.25	\$6,337,141.69	<i>FY expenditures toward department salaries and wages</i>
Other Personnel Costs	\$1,308,534.90	\$309,038.92	<i>FY expenditures toward department 501 costs other than salaries/wages</i>
Total Cost	\$7,725,300.15	\$6,646,180.61	<i>Sum Salaries and Other Personnel Costs</i>

<u>Total</u>	2017	2018	Calculation
Total Cost	\$9,770,212.34	\$8,569,831.07	<i>Sum Total Costs of Office of the President and Board of Commissioners</i>
Cost Allocated to DOC	\$1,794,672.12	\$1,505,583.94	<i>Total Costs X Percentage of DOC Employees in County</i>
Daily Cost per Inmate	\$0.68	\$0.68	<i>Allocated Costs / Avg. Daily Population / 365 days per year</i>

Department of Corrections Daily Cost per Inmate Study

J5. Corporate Indirect Cost for the Department of Corrections

Department: States Attorney - Civil Actions Bureau

A portion of the duties of the States Attorney deal with matters pertaining to the Department of Corrections.

Assumptions

	2017	2018
Percentage of DOC Workers Comp Cases	25.0%	25.0%
Percentage of DOC Self Insurance Cases	83.3%	83.3%

Average Daily Population at DOC	7272	6065
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Calculation of Costs to be Allocated to DOC Inmate Daily Cost

The ratio of the number of DOC Workers' Compensation and Self Insurance claims to total number of claims can be applied to the total staffing costs of operating portions of the States Attorney's Office.

Workers' Compensation Cases

	2017	2018	Calculation
Department Salaries and Wages	\$629,322.00	\$707,121.00	<i>FY expenditures toward department salaries and wages</i>
Pension Contribution	\$82,378.25	\$92,562.14	<i>Department gross salaries and wages X Percent pension contribution</i>
Total Section Cost	\$711,700.25	\$799,683.14	<i>Sum salaries plus benefits, pension contribution</i>

Cost Allocated to DOC	\$177,925.06	\$199,920.78	<i>Total Staff Costs X Percentage of DOC Workers' Comp Cases</i>
Daily Cost per Inmate	\$0.07	\$0.09	<i>Allocated Costs / Avg. Daily Population / 365 days per year</i>

Self Insurance Cases

	2017	2018	Calculation
Department Salaries and Wages	\$1,797,878.00	\$1,797,878.00	<i>FY expenditures toward department salaries and wages</i>
Pension Contribution	\$235,342.23	\$235,342.23	<i>Department gross salaries and wages X Percent pension contribution</i>
Total Section Cost	\$2,033,220.23	\$2,033,220.23	<i>Sum salaries plus benefits, pension contribution</i>

Cost Allocated to DOC	\$1,693,672.45	\$1,693,672.45	<i>Total Staff Costs X Percentage of DOC Self Insurance Cases</i>
Daily Cost per Inmate	\$0.64	\$0.77	<i>Allocated Costs / Avg. Daily Population / 365 days per year</i>

Department of Corrections Daily Cost per Inmate Study

J6. Corporate Indirect Cost for the Department of Corrections

Department: Bureau of Technology

A portion of the duties of the Bureau of Technology deal with matters pertaining to the Department of Corrections.

Assumptions

	2017	2018
Total Number of County Employees	23233	22029
Number of DOC Employees	4268	3870
Percentage of DOC Employees	18.4%	17.6%
Average Daily Population at DOC	7272	6065

**Calculation of Costs to be Allocated to
DOC Inmate Daily Cost**

The ratio of the number of DOC employees to total County employees can be applied to the total costs of operating the Bureau of Technology.

a. Enterprise Technology (includes GIS)

	2017	2018	Calculation
Budgeted FTE's	151.0	148.2	<i>Department FTE count</i>
Department Salaries and Wages	#####	#####	<i>FY expenditures toward department salaries and wages</i>
Other Personnel Costs	\$2,457,547.24	\$2,935,675.05	<i>FY expenditures toward department 501 costs other than salaries/wages</i>
Total Department Cost	#####	#####	<i>Sum Salaries and Other Personnel Costs</i>
Total Cost Allocated to DOC	\$2,769,975.93	\$2,804,957.95	<i>Total Costs X Percentage of DOC Employees in County</i>
Daily Cost per Participant	\$1.04	\$1.27	<i>Allocated Costs / Avg. Daily Population / 365 days per year</i>

Department of Corrections Daily Cost per Inmate Study

J7. Corporate Indirect Cost for the Department of Corrections

Department: Office of the Chief Administrative Officer

A portion of the duties of the Chief Administrative Officer's Office deal with matters pertaining to the Department of Corrections.

Assumptions

	2017	2018
Total Number of County Employees	23233	22029
Number of DOC Employees	4268	3870
Percentage of DOC Employees	18.4%	17.6%
Average Daily Population at DOC	7272	6065

Calculation of Costs to be Allocated to DOC Inmate Daily Cost

The ratio of the number of DOC employees to total County employees can be applied to the total costs of operating the Chief Administrative Officer's Office.

1011-Office of Chief Admin Officer

	2017	2018	Calculation
Budgeted FTE's	31.7	31.1	<i>Admin, Industrial Engineering, Salvage Unit FTE Count</i>
Department Salaries and Wages	\$5,402,037.34	\$2,460,949.59	<i>FY expenditures toward department salaries and wages</i>
Other Personnel Costs	\$1,645,339.65	\$576,435.74	<i>FY expenditures toward department 501 costs other than salaries/wages</i>
Total Department Cost	\$7,047,376.99	\$3,037,385.33	<i>Sum Salaries and Other Personnel Costs</i>
Cost Allocated to DOC	\$1,294,519.56	\$533,620.62	<i>Total Costs X Percentage of DOC Employees in County</i>
Daily Cost per Inmate	\$0.49	\$0.24	<i>Allocated Costs / Avg. Daily Population / 365 days per year</i>

Department of Corrections Daily Cost per Inmate Study

J8. Corporate Indirect Cost for the Department of Corrections

Department: Judicial Advisory Council

A portion of the duties of the Judicial Advisory Council deal with matters pertaining to the Department of Corrections.

Assumptions

	2017	2018
Total Number of Public Safety Employees	13589.5	12467.1
Number of DOC Employees	4267.7	3870.2
DOC Employees that are Public Safety Employees	31.4%	31.0%
Average Daily Population at DOC	7272	6065

Calculation of Costs to be Allocated to DOC Inmate Daily Cost

The ratio of the number of DOC employees to Public Safety employees can be applied to the total costs of operating the Judicial Advisory Council (JAC).

1205-Justice Advisory Council

	2017	2018	Calculation
Budgeted FTE's	7.0	6.1	<i>Department FTE count</i>
Department Salaries and Wages	\$509,635.99	\$515,579.28	<i>FY expenditures toward department salaries and wages</i>
Other Personnel Costs	\$95,751.05	\$86,566.19	<i>FY expenditures toward department 501 costs other than salaries/wages</i>
Total Department Cost	\$605,387.04	\$602,145.47	<i>Sum Salaries and Other Personnel Costs</i>
Cost Allocated to DOC	\$190,118.13	\$186,925.86	<i>Total Costs X Percentage of DOC Employees in Public Safety</i>
Daily Cost per Inmate	\$0.07	\$0.08	<i>Allocated Costs / Avg. Daily Population / 365 days per year</i>