



Note on Illinois Department of Corrections, Facility Master
Plan Final Report Dated May 2023.

In March 2023, CGL submitted a report that was incorrectly noted as “Final”. That report should have been listed as a “Draft”. Following submission of that March draft report additional edits were made to ensure scope of work requirements were appropriately addressed. This report, denoted as “Final Report – May 2023” represents the true final report.

CGL Companies
May 20, 2023



Facility Master Plan

Illinois Department of Corrections

Final Report – May 2023

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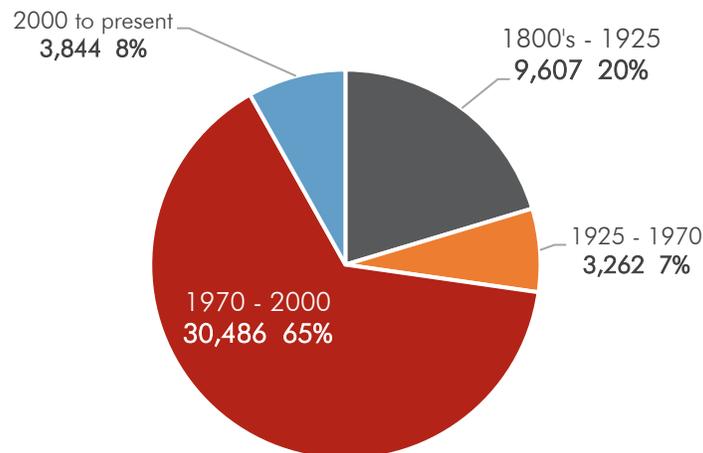
Executive Summary

CGL Companies (CGL) was contracted to develop a facilities master plan for the Illinois Department of Correction (IDOC). The goal of this project was to prioritize and identify IDOC's physical plant needs that would allow it to more effectively meet its mission and goals. As part of this work the CGL team conducted an existing conditions assessment of each correctional facility included in the study, identified individual facility practices, and prioritized overall system needs.

The following provides the major findings and recommendations of this study:

Finding: Aging Capacity. Twenty percent of IDOC's bed capacity is in facilities that opened prior to 1926. Those facilities were designed to reflect the predominant correctional philosophy of the 1800's. The majority of IDOC's beds (65 percent) are in facilities that were built during the extreme prison population growth period from 1970 to 2000, and many are now experiencing significant physical plant issues. This group of correctional centers may have met the operational requirements of the agency when built, but they now lack spaces necessary to accommodate today's staffing, programming, and treatment needs.

Exhibit 1: IDOC Capacity by Facility Age

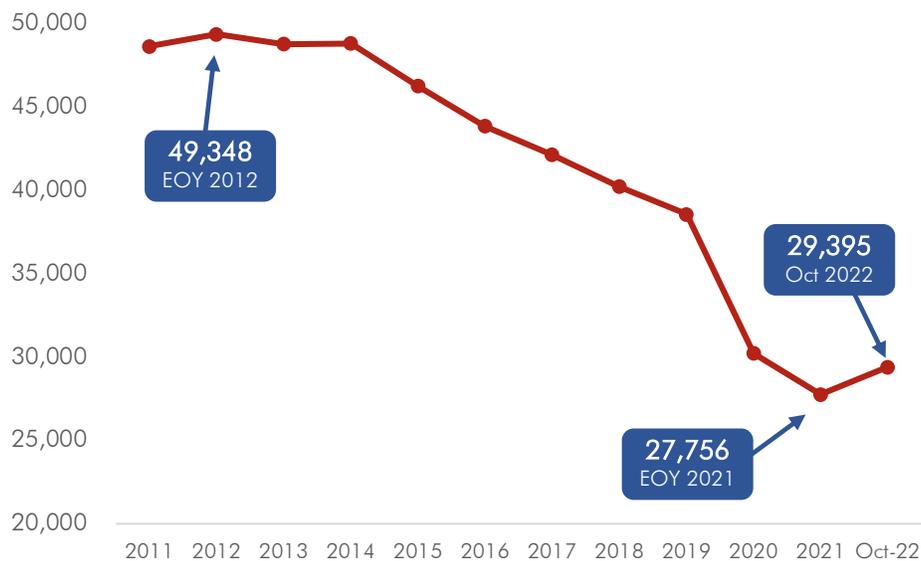


Additionally, several of IDOC's facilities are former mental health institutions converted to correctional facilities and most still retain housing and support spaces that are nearly a century old. For example, Logan Correctional Center opened in the 1870's as the Illinois Asylum for Feeble-Minded Children. Nearly 1,000 of Logan's current housing unit beds were built more than 90 years ago for a mental health population. Likewise, most of the housing at Dixon Correctional Center was constructed in the 1920's and 1930's to house mental health patients.

The majority of IDOC’s facilities were opened prior to the passage of the American’s with Disabilities Act (ADA) in 1990, and the Prison Rape Elimination Act (PREA) in 2004. Significant physical plant modifications are required to come into compliance with these mandates. This is especially true for the oldest facilities (Stateville, Pontiac, and Menard) which have multi-tiered housing units that cannot comply with ADA and make PREA compliance difficult. Other buildings, including medical and dietary at Pontiac are not accessible.

Finding: Decreasing Population. The prison population has decreased significantly over the past 10 years, through the passage of criminal justice reforms, including those adopted during the Pritzker Administration, as well as the recent impact of the COVID-19 pandemic. It has dropped by 44 percent from nearly 50,000 in 2012 to slightly under 28,000 in 2021. As the pandemic has begun to lift, the population crept up to 29,395 in October 2022.

Exhibit 2: IDOC Population (End of Calendar Year)



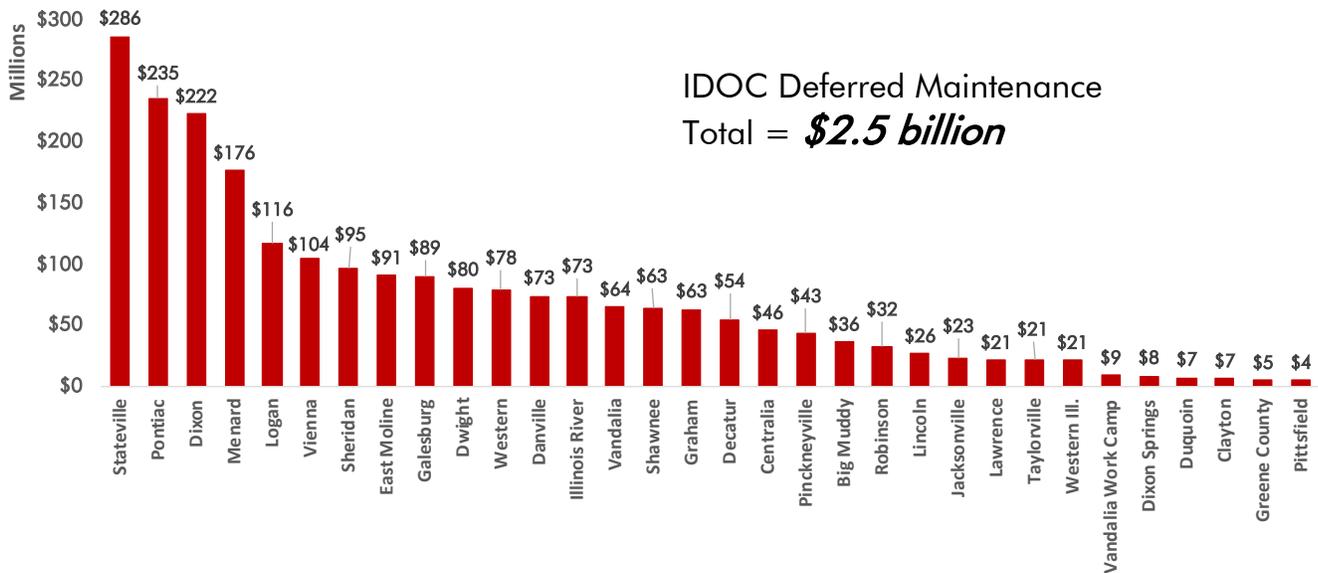
Today’s lower population level provides an opportunity to right-size the agency, reducing outdated, ineffective, and costly-to-operate buildings and updating some of the remaining to better support IDOC’s goals.

Finding: Litigation Impacts Space Needs. Litigation outcomes have transformed IDOC’s operations and substantially affected its physical plant needs. Settlement agreements, including the Rasho and Lippert decisions have enhanced nearly every aspect of providing medical and mental health services in the IDOC. This expansion has placed significant stress on the limited space inside correctional facilities, as treatment increases, and professional staff levels have grown.



Finding: Deferred Maintenance Crisis. The level of deferred maintenance in the system is at a critical level. IDOC has \$2.5 billion in facility deferred maintenance, the highest of any Illinois state agency.

Exhibit 3: IDOC Deferred Maintenance by Facility

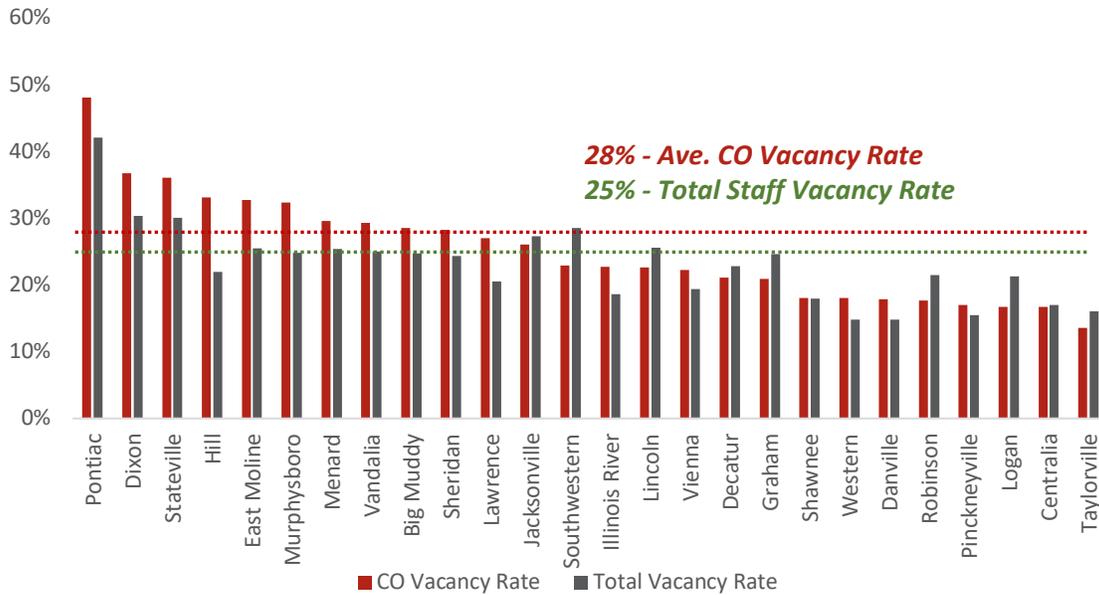


Deferred Maintenance in a correctional system, if left unaddressed, will double every 5 years. The level of repair and capital funding IDOC has received in the past decade is insufficient, and without significant progress in addressing existing deferred maintenance, the deterioration of IDOC physical plant will cascade, impacting its ability to safely manage its facilities and meet its goals. At nearly every correctional facility, IDOC’s operational mission as well as safety and security are negatively impacted by its worsening conditions.

Finding: Staffing Challenges. The ability to manage a complex correctional system is made more complicated by the fact that many are facing historic-level retention and vacancy issues. This issue has become so prevalent and pervasive that many systems have been forced to assess the number of incarcerated individuals they can safely manage given finite staff resources. Some correctional systems have taken the extraordinary step of closing prisons given their inability to recruit and retain staff.

IDOC is not immune to staffing issues, as vacancy rates have risen above 25 percent.

Exhibit 4: Correctional Officer/Total Staff Vacancy Rate 01/31/2022



Pontiac Correctional Center’s correctional officer vacancy rate reached 47 percent, considerably greater than the already high agency rate of 28%. Other aging complex facilities including Dixon and Stateville had correctional officer vacancy rates well above the average.

Finding: Facility Conditions. HDR conducted detailed facility conditions assessments at each prison and found significant facility degradation. Only three out of 27 facilities reviewed had average facility condition assessments in the “Fully Operational” range. The remainder were in the “Impaired Operation” range with Stateville, Pontiac, and Logan approaching an “Inoperable” rating.

Finding: Facility Design/Layout Hinder Operations: Operational Assessments were conducted at each facility to determine how well the physical plant layout and design supported the facility’s mission and operational practices. Stateville, Logan, Pontiac, Dixon, and Vandalia were rated “Does Not Meet” reflecting that the overall facility layout hindered IDOC’s ability to meet its mission or operational goals.

Finding: Projected Bed Needs. Assuming 2 percent annual growth in the incarcerated population, by mid-year 2027, IDOC will need a total of 33,371 beds in the system. Of that total, it will need 31,890 male beds and 1,482 female beds.

Exhibit 5: Summary of Bed Needs by 2027

Custody Level	Male Beds Needed by 2027	Female Beds Needed by 2027	Total Beds Needed by 2027
Maximum	3,030	81	3,112
Medium	15,909	559	16,468
Minimum	12,951	841	13,791
Total	31,890	1,482	33,371

Note: Numbers may not total due to rounding

Finding: Project Bed Gaps: Over the next 5 years, IDOC will have excess capacity in the system.

Exhibit 6: Male Capacity Gaps

Security Level	Male Capacity*	2027 Male Bed Needs (2 Percent)	2027 Bed Gaps	2027 % Beds Vacant
Maximum	4,014	3,030	984	25%
Medium	21,891	15,909	5,982	27%
Minimum	11,705	12,951	(1,246)	-11%
Total Beds Needed	37,610	31,890	5,720	15%

Source: IDOC: FY22 Bed Census Preliminary Draft.xlsx

For males, there will be a total excess capacity of 5,720 beds, most of which are in medium security (5,982). There will be nearly 1,000 excess maximum security male beds, but male minimum security will have an insufficient number of beds (1,246).

Females also will have excess capacity in the system with a bed capacity of 1,899 and projected bed needs of 1,482. The issue for the female population is not the quantity of beds, but the quality of beds and facilities, especially as it relates to Logan Correctional Center.

Finding: IDOC Primary Physical Plant Needs. The following represents IDOC's primary physical plant needs given its mission and strategic goals, intended operational practices and challenges, population type and size, deferred maintenance needs, and existing facility layouts/conditions:

- Increase/Improve Mental Health Spaces
- Expand Program Spaces
- Increase Medical Spaces
- Consolidate/Improve Geriatric Housing

- Upgrade Stateville for Its New Mission
- Improve Facilities for Female Population

Master Plan Recommendations:

- **Recommendation: Address Deferred Maintenance Backlog.** Without significant progress in addressing existing deferred maintenance, the deterioration of IDOC physical plant will accelerate, impacting its ability to safely manage its facilities and meet its objectives. At nearly every correctional facility, IDOC's mission and goals as well as safety and security are negatively impacted by its worsening conditions. A substantial increase in capital funding will be needed to avert future facility crises.
- **Recommendation: Replace the Dixon Psychiatric Unit:** The Dixon Psychiatric Unit (DPU) does not effectively support the treatment and supervision of IDOC's most difficult to manage and vulnerable population. The DPU's X-House design is nearly identical to the facilities IDOC opened in the 1980's and 1990's to house general population, medium security incarcerated males. This unit should be replaced with a purpose-built design that provides appropriate housing for a severe mental health population along with adequate treatment and staff space in a design that creates a supportive environment. **Estimated Cost in today's dollars to build a 215 bed Secure Psychiatric Unit: \$58,634,249 - \$72,271,582 depending on location.**
- **Recommendation: Add Mental Health Treatment/Staff Spaces across IDOC:** The lack of appropriate space for mental health professionals and mental health treatment is a substantial concern and impedes IDOC's abilities to meet its operational goals. The department's existing facilities were never built to manage the size of the existing mental health caseload or provide office and treatment space. The result has been that IDOC has had to make do with whatever space it could find, even at the detriment of other services. Many health care units were packed with staff and valuable exam rooms, x-ray rooms and other areas had been converted to mental health offices.

Independent from this study, IDOC has been developing a plan for additional mental health space through a project commissioned with Ross and Baruzzini. This plan proposes nearly 200 new office spaces/workspaces as well as additional program spaces for mental health and medical functions. CGL supports these recommendations.

- **Recommendation: Replace Stateville Housing:** The Quarterhouse and X-House at Stateville are not suitable for any 21st century correctional center. The Quarterhouse particularly has a design developed during the penitentiary period of the 1800's. As a result, it has little space for out-of-cell time, no program space or office space (other than converted cells). It is very staff intensive to manage and has an estimated \$12 million in immediate structural repairs that are needed. As Stateville transitions to a

multi-custody facility that prepares individuals for re-entry into society, these housing units stand in the way of being able to successfully make this change.

New housing units should be built that provide dayroom space, ample cell size, and office space for counselors and support staff. The units should be built with adjacent programs and recreation space, that allow for more efficient operations and reduce staffing needs. This would help create a positive environment for staff and inmates that would align with Stateville's new mission. **Estimated Cost in today's dollars to construct housing for 700 new beds at Stateville: \$72,404,983**

- **Recommendation: Address Women's Facility Needs.** Underlying any correctional system's potential to meet its mission and goal is its ability to create an environment where staff and inmates can be successful. A poorly maintained correctional facility can create security and safety issues for staff and inmates, as well as a work environment that is detrimental to good performance. Our review found the existing Logan Correctional Center to be inefficient, ineffective, and unsuitable for any population. The aging coal-fired power system, molding housing units, and facility layout all work in opposition to the mission and goals of the facility. IDOC should find a more suitable location for housing its incarcerated women.

Considering the projected excess capacity of male medium security beds in the system, CGL recommends the female population at Logan be moved to one of the male medium security X-house facilities. These facilities are in much better condition but would need some renovation and new construction to develop spaces specific to managing a female population. Illinois River Correctional Center could be the preferred site given its special management unit which could serve as housing for a maximum custody population. **Estimated Cost in today's dollars to renovate and construct new space at Illinois River for a women's population: \$12,245,842**

- **Recommendation: Develop Vocational Space at Stateville.** Consistent with its new mission to be a multi-custody re-entry facility, we recommend vacant space at Stateville be renovated to develop a vocational village. The vocational village will provide both classroom and hands-on skills to the soon-to-be release population that will improve their outcomes. The 205,000 square foot industries building is now vacant, and in need of significant maintenance/repairs or demolition. We recommend IDOC pilot renovation of 50,000 square feet of this building to develop vocational programs and training spaces. Real-world employment skills could be provided in job markets that are in high demand. **Estimated Total Cost: \$32,628,747 (in today's dollars)**
- **Recommendation: Add Program Space at Medium Security Facilities.** The six male X-house facilities that opened between 1984 and 1998, lack program space and office space in or adjacent to the housing units, resulting in increased need for those in custody to leave the unit and move to other areas of the facility. Additionally, there is a



lack of office space for staff to provide counseling and treatment. **Program/office space could be added to the X-houses in these facilities at a cost of between \$3.2 – \$3.4 million per facility. Total Cost for all 6 facilities = \$19,512,443.**

- **Recommendation: Consider Reducing Pontiac’s Capacity.** Given its age, outdated/inefficient design, extensive physical plant needs, high cost to operate, and difficulty in recruiting and retaining staff, consideration should be given to reducing Pontiac Correctional Center’s capacity. During the course of this master planning effort, the population at Pontiac was reduced due to its high staff vacancy rate through the closure of its Medium Security Unit (442 beds). That left an August 2022 rated capacity of 778.

From a purely fiscal standpoint, Pontiac remains the most expensive facility in the state to operate on an annual basis with an annual per capita cost over \$65,000 and has \$235 million in deferred maintenance. Given these issues, and the excess male maximum security capacity in the system, additional capacity could be taken offline reducing agency expenses. This should improve facility security and allow Pontiac to focus its resources on the remaining population and their service needs.

Introduction

System Overview: Currently the IDOC operates 27 correctional facilities across the state and houses more than 29,300 individuals in custody.

Exhibit 7: IDOC Facility Map



For this study, CGL was tasked with developing a correctional system master plan that would prioritize physical plant needs for the next five years and beyond. CGL's contract identified 27 correctional facilities and 3 work camps under this study.

- Big Muddy River Correctional Center
- Centralia Correctional Center
- Danville Correctional Center
- Decatur Correctional Center
- Dixon Correctional Center
- East Moline Correctional Center
- Graham Correctional Center
- Hill Correctional Center

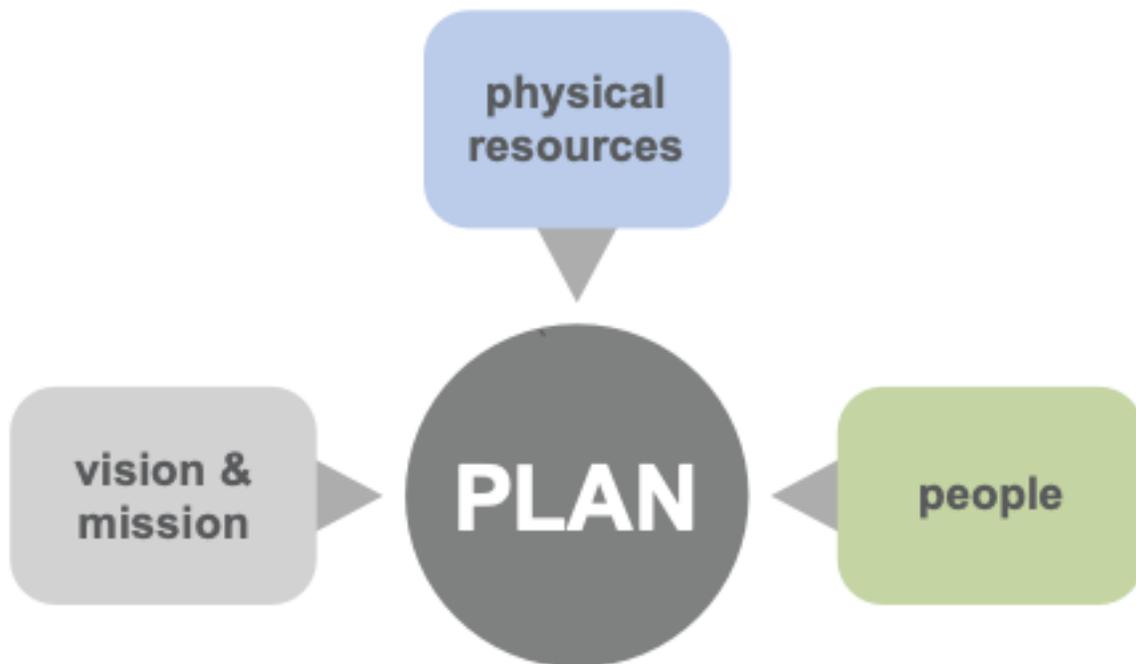


- Illinois River Correctional Center
- Jacksonville Correctional Center (including Pittsfield Work Camp)
- Kewanee LSRC
- Lawrence Correctional Center
- Lincoln Correctional Center
- Logan Correctional Center
- Menard Correctional Center
- Murphysboro LSRC
- Pinckneyville Correctional Center
- Pontiac Correctional Center
- Robinson Correctional Center
- Shawnee Correctional Center
- Sheridan Correctional Center
- Southwestern Correctional Center
- Stateville Correctional Center
- Taylorville Correctional Center
- Vandalia Correctional Center (including Vandalia North)
- Vienna Correctional Center (including Dixon Springs IIP)
- Western Illinois Correctional Center

PROJECT METHODOLOGY

The objective of this study was to provide the IDOC a prioritized plan for their physical plant that allows it to meet its goals and objectives in an efficient manner. The CGL team methodology was conducted according to the following steps. These steps provided the basis for the master plan priorities in collaboration with the IDOC.

Exhibit 8: Master Planning Diagram



- **Collection of Critical Data:** Detailed data regarding the agency mission and goals, budgetary and staffing information, physical plant, incarcerated population demographics, litigation, offender classification, staffing, detailed budget data and other information critical to this study were collected and studied.
- **Site Visits to all IDOC Facilities:** Two separate site visits were conducted for this project.
- **Operational Assessment:** An operational review team consisting of corrections operations professionals toured each facility, interviewed the facility administration, staff on post and the incarcerated population to understand how well the existing facility design and layout supported agency missions and goals and the specific operational needs of each facility.



- **Facility Conditions Assessments.** A team of engineers visited each facility to assess existing conditions. This team inspected every housing, program, infrastructure, and administrative space. These visits provided clear evidence of operational challenges resulting from physical plant issues.
- **Interviews with Stakeholders:** Throughout the process CGL relied on our growing understanding of the operational practices and challenges facing the agency through ongoing interviews with key staff and line staff. Additionally, our site visits included interviews with individuals in custody to ensure we gained a comprehensive understanding of facility needs from all perspectives.
- **GAP Analysis:** This technique was used to determine the steps needed to be taken to move from the current state to a desired future state. We first established the current physical state of the system both through facility conditions surveys and tours. We then were able to identify where gaps existed in physical plants that needed to be addressed through modifications.
- **Option Development:** The prioritized master plan options were developed from the totality of information collected. These options were presented to IDOC leadership and adjusted/finalized with their input.

FACTORS DRIVING MASTER PLAN NEEDS

Visioning Session: A ‘visioning workshop’ held on November 9, 2021 was used as an interactive forum to bring a wide range of stakeholders from IDOC together to develop a consensus for essential project goals, guidelines, and principles that would be used to guide the planning process.

The visioning process was also designed to establish a positive foundation for open communication, cooperation, and participatory planning for all interested stakeholders. The documented results from the workshop describe a variety of technical guidelines and desired operating conditions that the planning team used to identify needed facility options. A “Visioning Session” report was provided separately to IDOC.



Stakeholders in the session agreed on a consensus list of guiding principles for the master planning effort.

Exhibit 9: IDOC Master Planning Guiding Principles

- ❖ Provide a safe, clean, and productive environment for in-custody, staff, and visitors.
- ❖ Support a workforce that advances IDOC’s Mission and Core Values
- ❖ Provide a continuum of incentives for in-custody.
- ❖ Provide an environment of care for in-custody, staff, and visitors.
- ❖ Develop a roadmap to improve facility and operational conditions.

Through the visioning session and review of agency documents, interviews across and organization and our on-site reviews the project team identified those factors that impact IDOC's physical plant needs and influence the master plan recommendations. These include:

- IDOC's Strategic Plan
- Agency's Aging Infrastructure
- Decreasing Incarcerated Population
- High Level of Deferred Maintenance
- Insufficient Repair/Maintenance Funding
- Litigation/Consent Decrees
- Staffing Challenges

The following section of the report highlights these factors and provides context to their impact on IDOC's master planning needs.

IDOC Strategic Plan

The mission, goals, and operational priorities of a correctional agency will have a direct impact on the type and amount of space needed within a correctional system.

IDOC has established a comprehensive strategic plan for its operations that seeks to institute an incentive based system to better manage its incarcerated population and improve their outcomes. The following summarizes the 14 key strategic goals:

1. Improve Re-entry Outcomes
2. Reduce Recidivism
3. Update Parole Supervision Practices
4. Improve Reception Practices/Establish Incentives-Based System
5. Improve Safety for Staff and Incarcerated Individuals
6. Improve Operational Efficiency
7. Improve Mental Health Quality/Availability
8. Improve Services for Women in IDOC Custody
9. Enhance Training
10. Improve Intel/IA Units
11. Created Diverse/Equitable Environment for staff and incarcerated
12. Improve Inmate Affairs
13. Overhaul Policies/Compliance Processes
14. Improve Usefulness of IT Platform

Achieving most of these goals requires IDOC have the right type and number of spaces.

IDOC's Aging Infrastructure

IDOC's existing infrastructure dates back over 150 years to 1871 when Pontiac Correctional Center (formerly the Illinois State Penitentiary) opened as a boy's reform school. Pontiac's North and South cell houses were opened in 1892 and are still in use today. Menard Correctional Center (formerly the Southern Illinois Penitentiary) opened in 1878, while Stateville Correctional Center opened in 1925. The multi-tier housing units still in use at these facilities are reflective of the predominate correctional philosophy that existed during their construction. This philosophy centered on isolation where inmates would spend their evenings in silence in their cell and work during the day. Little, if any space was needed for programming or out-of-cell time.

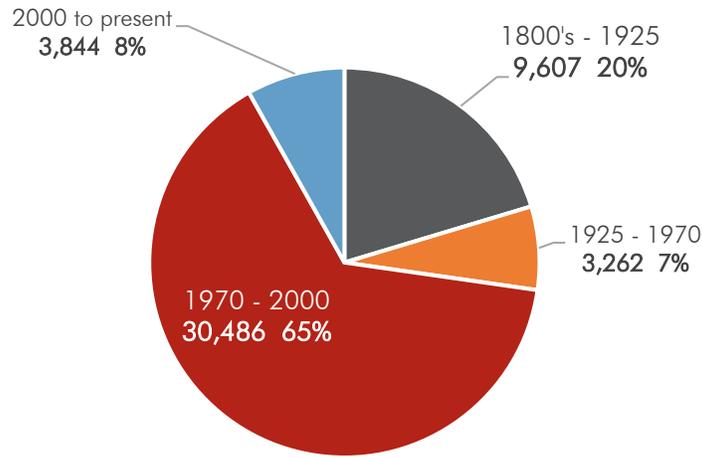
Additionally, several of IDOC's facilities are former mental health institutions converted to correctional facilities and most still retain housing and support spaces that are nearly a century old. For example, Logan Correctional Center opened in the 1870's as the Illinois Asylum for Feeble-Minded Children. Nearly 1,000 of Logan's current housing unit beds were built more than 90 years ago for a mental health population. Likewise, most of the housing at Dixon Correctional Center was constructed in the 1920's and 1930's to house mental health patients.

Overall, 20 percent of IDOC's capacity is in facilities that opened prior to 1926. The majority of IDOC's beds (65 percent) are in facilities that were built during the extreme prison population growth period of the 1970's – 2000. Many of these facilities are now reaching 40 years of age and their infrastructure systems (plumbing, electrical, HVAC, etc.) have passed end of life. While these facilities may have met the operational needs of the agency when built, they now lack spaces necessary to accommodate today's staffing, programming, and treatment needs.



Menard Correctional Center

Exhibit 10: IDOC Capacity by Facility Age



Additionally, Most of IDOC’s facilities were built prior to passage of the American’s with Disabilities Act (ADA) in 1990, and the Prison Rape Elimination Act (PREA) which passed in 2004 with standards issued in 2013. These two national mandates have serious implications for space/layout needs in correctional facilities. This is especially true for the oldest facilities (Stateville, Pontiac, and Menard) which have multi-tiered housing units that cannot comply with ADA and make PREA compliance difficult. Other buildings, including medical and dietary at Pontiac are not accessible.



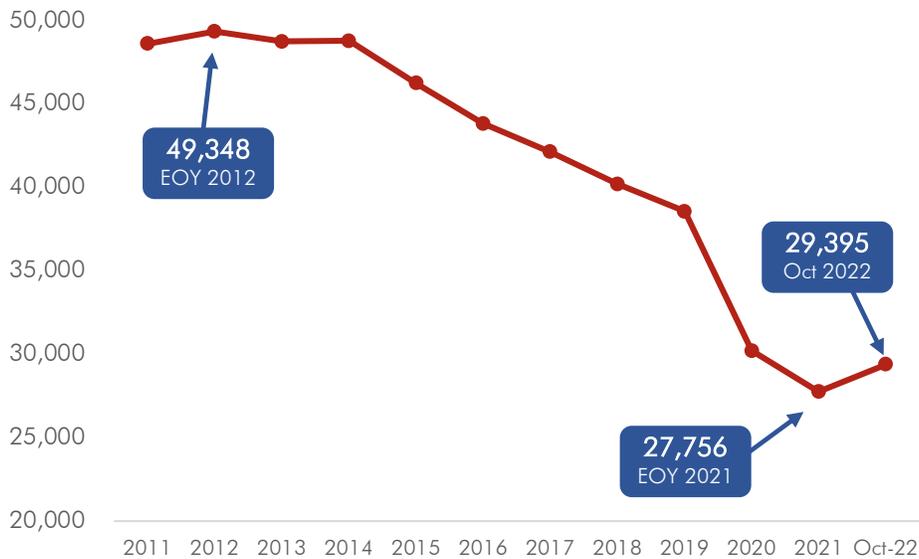
Pontiac Correctional Center Medical Unit

Decreasing Population

Through the passage of criminal justice reforms, including those adopted during the Pritzker Administration, as well as the recent impact of the COVID-19 pandemic, the prison population has decreased in the past 10 years, falling by 44 percent from nearly 50,000 in 2012 to slightly under 28,000 in 2021. As the pandemic has begun to lift, the population crept up to 29,395 in October 2022.



Exhibit 11: IDOC Population (End of Calendar Year)



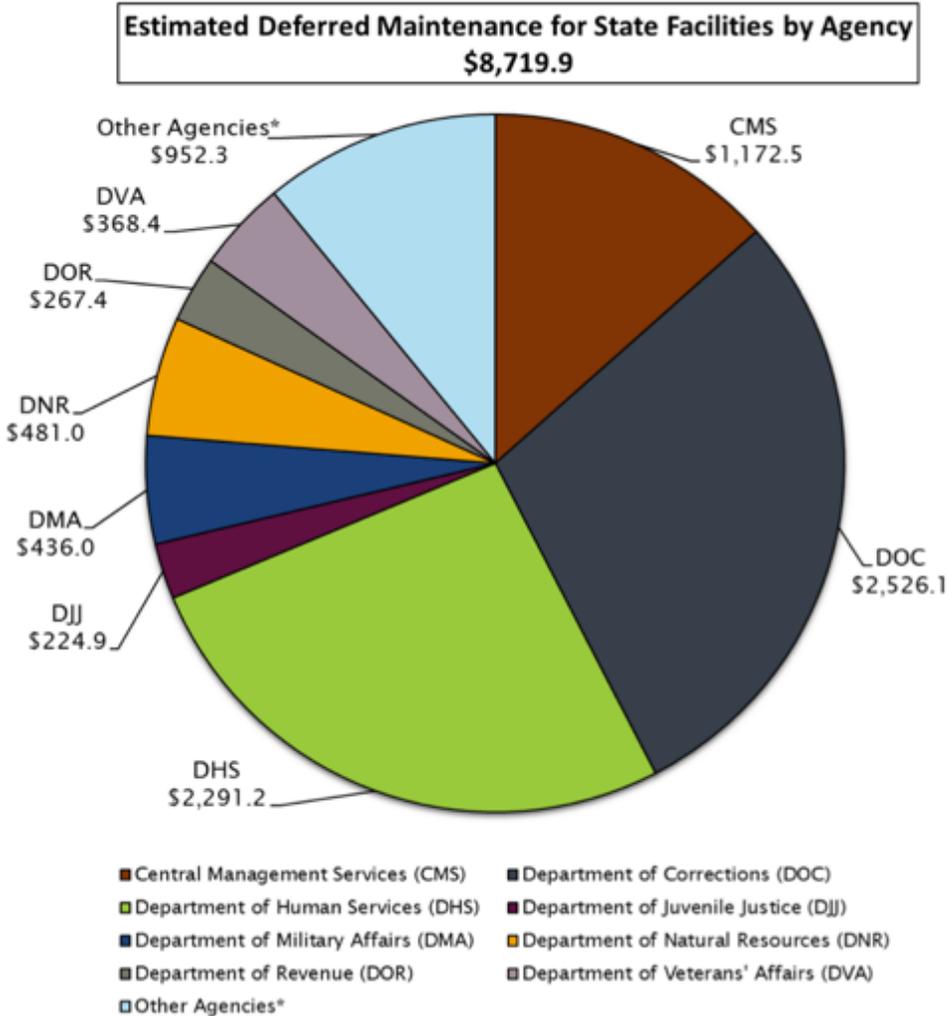
Today’s lower population level provides an opportunity to right-size the agency, reducing outdated, ineffective, and costly-to-operate buildings and updating some of the remaining to better support IDOC’s goals.

Deferred Maintenance

The level of deferred maintenance in the system is at a critical level. From a cost standpoint, IDOC has the highest level of deferred maintenance for facilities in the state. In Governor Pritzker’s Fiscal Year 2023 Capital Budget, over \$2.5 billion in deferred maintenance was identified in IDOC. This represents 29 percent of the state’s total deferred maintenance for facilities and more than any other state agency.



Exhibit 12: State of Illinois Estimated Deferred Maintenance by Agency

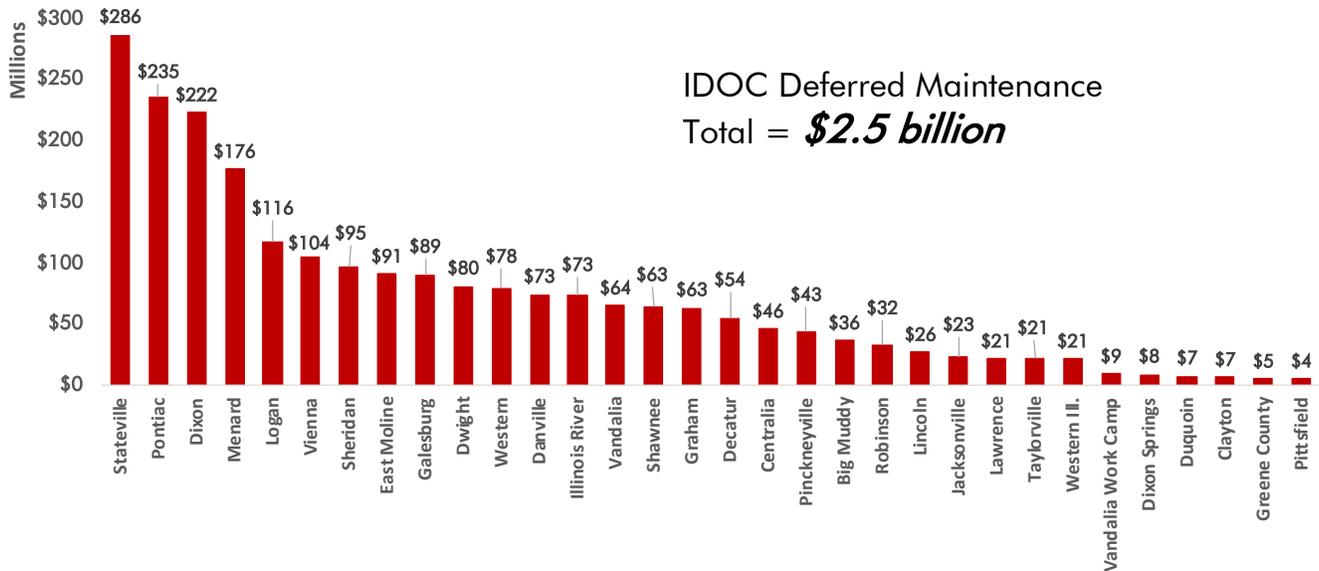


Source: Illinois Capital Budget, Fiscal Year 2023

Data provided by the IDOC, and the Capital Development Board (CDB) estimates deferred maintenance at each facility.



Exhibit 13: IDOC Deferred Maintenance by Facility



At \$286 million, Stateville has the highest level of deferred maintenance followed by Pontiac and Dixon. Our on-site assessments found clear evidence of the deterioration of the physical plant at these facilities as well as most others. Without an influx of a significant amount of funding, the physical plant decline will continue, impacting IDOC’s ability to meet its mission.

IDOC facilities annually submit their capital needs requests, and our in-depth review of these found they are reflective of addressing critical Health/Life Safety issues in the agency such as failed fire alarm systems, deteriorating heating/ventilation systems, degrading roofs, locking systems that are easily defeated, and decaying structural systems.

Current Capital Projects: Large capital projects in Illinois State government are managed by the Capital Development Board (CDB). A list of ongoing CDB projects for IDOC is available online¹ and was reviewed multiple times during the master planning project. The Exhibit below provides a summary of projects current in January 2023 for IDOC.

¹ <https://cdb.illinois.gov/business/projectfinancialdata.html>, Project Status Report

Exhibit 14: Active IDOC Capital Project Summary

	Total All Facilities and Statewide	All IDOC Projects Excluding Joliet TC
Estimated Project Cost	\$486,059,917.47	\$310,008,458.47
Appropriated Amount	\$448,856,373.27	\$272,804,499.27
Obligated Amount	\$299,675,614.85	\$124,001,078.44
Expended Amount	\$230,316,926.04	\$64,747,826.40
Unobligated Amount	\$145,772,434.63	\$145,395,097.04
Total # Projects	100	99

IDOC has 100 major ongoing capital projects with a total appropriation of nearly \$450 million. This includes the development of the Joliet Inpatient Treatment Center project which is funded for \$176 million. With the treatment center excluded, IDOC has 99 current projects with an appropriated amount of \$273 million.

In addition to the new treatment center, there are 5 other statewide projects that involve expanding medical/mental health and upgrading dental units at facilities. The following table breaks down the number of facility specific (non-statewide) projects and sorts it by total appropriation value for each facility.

Exhibit 15: Active Capital Projects/Value by IDOC Facility

Facility	# Of Active Capital Projects	Appropriated Value of Capital Projects
Menard	9	\$ 59,883,666.84
Logan	12	\$ 26,412,412.89
Dixon	12	\$ 19,942,726.58
Pontiac	4	\$ 19,657,811.12
Vienna	5	\$ 16,486,363.00
East Moline	5	\$ 14,838,450.00
Lawrence	4	\$ 13,045,200.00
Lincoln	3	\$ 11,252,400.00
Shawnee	5	\$ 10,846,777.05
Stateville	5	\$ 7,629,835.00
Western IL	3	\$ 7,279,700.00
Pinckneyville	3	\$ 6,902,838.00
Southwestern	2	\$ 6,571,800.00
Graham	3	\$ 5,602,909.79
Illinois River	1	\$ 5,528,300.00
Kewanee	1	\$ 5,178,600.00
Hill	1	\$ 4,005,616.00
Centralia	3	\$ 3,998,595.00
Big Muddy	1	\$ 3,749,800.00
Danville	1	\$ 3,550,880.00
Taylorville	1	\$ 3,456,700.00
Jacksonville	4	\$ 3,218,880.00
Sheridan	2	\$ 2,590,300.00
Decatur	1	\$ 2,436,800.00
Joliet Treatment	1	\$ 600,800.00
DuQuoin Work Camp	1	\$ 585,100.00
Robinson	1	\$ 257,600.00
Murphysboro	0	\$ -
Vandalia	0	\$ -
Total (not including statewide projects)	94	\$ 265,510,861.27

Menard has the highest current total capital project appropriations at nearly \$60 million. This is followed by Logan with over \$26 million and Dixon with nearly \$20 million.

Even with this level of spending, it is not enough to resolve the many physical plant issues IDOC faces. CGL's experience informs us that deferred maintenance in a correctional system, if unaddressed, will double every 5 years. The list of projects above are those funded over a period of years, so they do not represent \$265.5 million of spending in a single year.

Given an IDOC existing deferred maintenance level of \$2.5 billion, that amount left unaddressed will double in 5 years, growing to \$5.0 billion. This represents an average annual increase in deferred maintenance needs of \$500 million over that time period.

Insufficient Repair/Maintenance Funding

Ongoing preventive maintenance and minor repairs have been underfunded, or during some years not funded at all. When maintenance is not properly performed, the risks to staff and incarcerated individuals increase and the usable life of the building shortens. While putting off facility maintenance allows states to solve short-term funding issues, there is a cascade effect of potential problems that result:

- **Inflation:** with inflation considered, maintenance put off today will cost more to catch up tomorrow.
- **Inefficient Energy Use:** Equipment that is not maintained appropriately, does not perform as intended. By not performing maintenance to the equipment requirements, more energy is needed to run the equipment properly, resulting in higher energy costs.
- **Unreliability/Unavailability:** Unmaintained or undermaintained equipment leads to equipment failures that may take rooms, spaces, and buildings offline.
- **Collateral Damage:** Systems incur added maintenance costs when building systems fail. For example, when roof leaks are improperly addressed, damage ceilings, wall electrical systems and building components fail.
- **Overburdened Maintenance Staff:** By deferring maintenance, state maintenance staff perform more work to conduct a multitude of spot repairs when entire systems need replace. For example, failing roof are patched and repatched by maintenance staff rather than being replaced.

Historically, IDOC facilities are provided funding within their facility budget to address preventive maintenance and routine maintenance needs. The intent of this major line item (1200), is to provide facilities with the ability to prioritize and conduct smaller repairs and ongoing preventive and corrective maintenance. The following Exhibit displays the FY22 allocation by facility:

Exhibit 16: Annual R&M Funding by Facility (FY22)

Facility	Allocation
Big Muddy River	\$ 175,000.00
Centralia	\$ 190,000.00
Danville	\$ 200,000.00
Decatur	\$ 27,600.00
Dixon	\$ 123,404.88
East Moline	\$ 117,500.00
Graham	\$ 170,000.00
Hill	\$ 155,000.00
Illinois River	\$ 116,309.20
Jacksonville	\$ 99,000.00
Kewanee	\$ 72,000.00
Lawrence	\$ 470,000.00
Lincoln	\$ 200,650.00
Logan	\$ 195,800.00
Menard	\$ 300,000.00
Murphysboro	\$ 34,000.00
Pinckneyville	\$ 210,000.00
Pontiac	\$ 222,124.87
Robinson	\$ 175,000.00
Shawnee	\$ 212,700.00
Sheridan	\$ 180,000.00
Southwestern	\$ 50,000.00
Stateville	\$ 377,427.70
Taylorville	\$ 54,989.95
Vandalia	\$ 141,925.00
Vienna	\$ 268,935.92
Western Ill.	\$ 180,000.00
Total	\$ 4,719,367.52

Source: IDOC email April 20, 2022

In FY2022, those facilities in the master planning study were allocated slightly over \$4.7 million for local maintenance. These facilities have a total square footage of 13 million square feet resulting in an annual routine maintenance funding of **\$0.36 per square foot**.

Our on-site observations found these funding levels to be too low, resulting in significant deferral of critical building system needs and the inability to address underlying maintenance needs that could reduce deferred maintenance costs. For example, Dixon Correctional Center's annual budget for local repairs and maintenance is \$123,404.88. This facility has over 1 million square feet of space spread across 88 buildings resulting in an annual funding level of 12 cents per square foot. And this overstates the funding level as the annual



expenditures for salt used in the water treatment plant comes out of this fund (approximately \$40,000/year).

This level of funding for routine maintenance is not sufficient, but at what level should each facility be funded? While there are no sets standards for annual routine maintenance funding, several organizations have identified benchmarks:

- **CBRE: \$1.72 to \$2.75 per square foot.** CBRE is a large real estate services and investment firm. They issued “North America Fit-Out Cost Guide 2019/2020” that identified average R&M cost needs (with R&M defined as unscheduled and preventative maintenance needs under \$10,000). They found that maintenance for commercial real estate generally costs \$3.44 per square foot for a “Medium Level” of service in the city of Chicago. Their benchmarks identify a lower level of maintenance service (“Basic Level”) that would be 20 to 50 percent lower than this amount (\$1.72 - \$2.75)
- **Building Owners and Managers Association (BOMA): \$2.15 per square foot².** The Building Owners and Managers Association is the leading trade association for commercial real estate professionals. As such its estimate is related to costs for commercial property.

Given both CBRE’s and BOMA’s estimates are for commercial property we found they cannot accurately apply to the needs of a correctional facility. CGL’s own facility management division (CGL FM) maintains over 17 million square feet of space in correctional facilities. CGL FM’s experience provides a better benchmark as it relates to actual preventive and routine corrective maintenance expenses in a correctional setting. Based on this experience CGL FM has found annual per square foot maintenance costs ranging from **\$0.75 to \$1.25 per square foot**, depending on the age and conditions of the facilities. Given the current age and conditions of IDOC facilities most would require the higher amount (\$1.25/sq. ft.)

The following table compares current allocated funding for routine facility maintenance at IDOC facilities vs. what the funding level should be at a \$0.75 or \$1.25 per square foot amount.

² 2018 Office Experience Exchange Report, The Building Owners, and Managers Association.

Exhibit 17: Comparison of Annual R&M Funding to Needed Levels

Facility	Allocation	Funding at \$0.75/sq. ft.	Funding at \$1.25/sq. ft.
Big Muddy River	\$ 175,000.00	294,510.75	490,851.25
Centralia	\$ 190,000.00	255,936.00	426,560.00
Danville	\$ 200,000.00	306,332.25	510,553.75
Decatur	\$ 27,600.00	226,181.25	376,968.75
Dixon	\$ 123,404.88	760,278.00	1,267,130.00
East Moline	\$ 117,500.00	589,547.25	982,578.75
Graham	\$ 170,000.00	299,445.75	499,076.25
Hill	\$ 155,000.00	293,272.50	488,787.50
Illinois River	\$ 116,309.20	321,728.25	536,213.75
Jacksonville	\$ 99,000.00	185,177.25	308,628.75
Kewanee	\$ 72,000.00	170,610.00	284,350.00
Lawrence	\$ 470,000.00	338,666.25	564,443.75
Lincoln	\$ 200,650.00	127,263.00	212,105.00
Logan	\$ 195,800.00	389,507.25	649,178.75
Menard	\$ 300,000.00	983,862.75	1,639,771.25
Murphysboro	\$ 34,000.00	47,631.00	79,385.00
Pinckneyville	\$ 210,000.00	331,032.75	551,721.25
Pontiac	\$ 222,124.87	673,474.50	1,122,457.50
Robinson	\$ 175,000.00	151,495.50	252,492.50
Shawnee	\$ 212,700.00	278,648.25	464,413.75
Sheridan	\$ 180,000.00	411,314.25	685,523.75
Southwestern	\$ 50,000.00	117,360.00	195,600.00
Stateville	\$ 377,427.70	1,120,969.50	1,868,282.50
Taylorville	\$ 54,989.95	153,255.75	255,426.25
Vandalia	\$ 141,925.00	371,372.25	618,953.75
Vienna	\$ 268,935.92	455,805.75	759,676.25
Western Ill.	\$ 180,000.00	312,903.00	521,505.00
Total	\$ 4,719,367.52	\$ 9,967,581.00	16,612,635.00

Based on these benchmarks, annual repair, and maintenance in IDOC is considerably underfunded.

It is our understanding that this underfunding has existed for over a decade, and, in fact, there were two years where facilities received little to no R&M funding. This continued lack of funding compounds the physical plant deterioration within IDOC facilities, contributing to the building failures, and the high level of deferred maintenance.

Litigation/Consent Decrees

As has been experienced in many correctional systems, recent litigation and settlements have substantially impacted how IDOC must operate, thereby affecting their physical plant needs. There are several settlement agreements under which IDOC operates and considerable ongoing litigation, but the two most impactful agreements relative to space needs are Rasho and Lippert.

- **Rasho Settlement Agreement:** The Rasho class action lawsuit alleged Eighth Amendment violations of the US Constitution regarding the delivery of mental health services to mentally ill inmates in IDOC. A settlement agreement was entered into in 2015 and focused on improving mental health services across the full spectrum of mental health care including intake, screening, treatment, medication, and monitoring. It also mandated out-of-cell time for inmates having a mental illness and housed in segregation. It required the expansion of mental health staff in the agency and the development of Residential Treatment Units (RTUs) for those needing residential mental health treatment.

Our observations while conducting site visits, clearly showed the impact of the Rasho agreement on the provision of mental health. Both through design and capacity, the existing facilities were never planned to accommodate the increasing number of inmates with mental health needs, nor provide them the required level of treatment and services. Prior to Lippert, IDOC facilities generally averaged 1 to 2 mental health professionals per facility, but most facilities now have approximately 10 staff dedicated to mental health treatment and support. To accommodate the growing mental health needs and requirements, the agency has added RTU space at Dixon and Logan Correctional Centers, as well as opening the Joliet Treatment Center. But other facilities have had to find space for staff and treatment, often using spaces in medical units such as exam rooms, storage closet and break areas. Where space is available, we often found mental health staff packed into the rooms, with little space for needed privacy related to mental health treatment.

- **Lippert Settlement Agreement:** The Lippert decision on its impact on medical and dental care and served to improve the standards of health care across the organization. This included increased staffing, improved spaces, and equipment. As with the Rasho agreement the impact of this decision was clearly seen in our site visits.

Staffing Challenges

Any evaluation of staffing needs must consider the context under which correctional systems operate today. Over the past few decades, incarcerated individual characteristics, litigation, national mandates, and societal expectations have changed, increasing the workload demands within correctional facilities. Litigation concerning housing and treatment for those with mental illnesses or medical needs has raised the standards of care and established more treatment-oriented housing requirements. Court rulings regarding segregation and solitary confinement have led to changes in housing and management of our most difficult populations. And mandates such as the Prison Rape Elimination Act (PREA) have placed

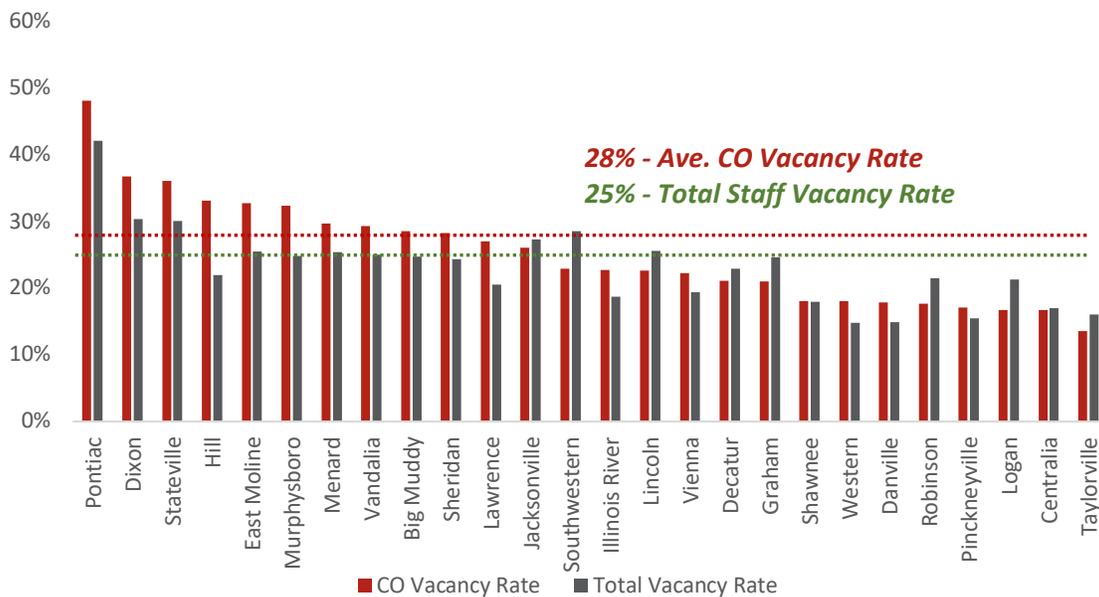


increased emphasis on how correctional systems must protect incarcerated individuals from harm.

These issues are made much more complicated with the fact that correctional systems across the country are facing historic-level retention and vacancy issues. This issue has become so prevalent and pervasive that in many state correctional systems the relationship between the incarcerated population level and staffing needs have effectively been inverted. Whereas systems historically have used their projected inmate population as the basis to identify the number of staff needed (i.e., How many staff do we need for a projected population?). Today, many are being forced to assess the number of incarcerated individuals they can safely manage given finite staff resources. Some correctional systems have taken the extraordinary step of closing prisons given their inability to recruit and retain staff.

IDOC is not immune to staffing issues, as vacancy rates have risen above 25 percent.

Exhibit 18: Correctional Officer/Total Staff Vacancy Rate 01/31/2022



The average vacancy rate for all staff in IDOC was 25 percent on January 31, 2022. For the key position of correctional officer, it was 28 percent. Certain facilities, including Pontiac, Dixon and Stateville had vacancy rates that are exceedingly high.

Exhibit 19: Select Facility Vacancy Rates

Facility	Correctional Officer Vacancy Rate	Total Staff Vacancy Rate
Pontiac	48%	42%
Dixon	37%	30%
Stateville	36%	30%
IDOC Average	28%	25%

Pontiac CC stands out with a correctional officer vacancy rate of 48 percent and overall vacancy rate of 42 percent. Effectively, Pontiac had to try to staff their security posts with ½ of their allotted correctional officers. Properly managing a facility with this level of vacancy can create significant security issues. Other states have dealt with increased serious incidents, including violence and escapes that have resulted from correctional officer vacancy rates at this level.

Additionally, it is not just security positions that Pontiac struggles to fill. Most of the nursing related positions at Pontiac are state employees.

Exhibit 20: Pontiac Allocated and Filled Nursing Positions

Position	Allocated	Filled	# Vacant	% Vacant
Corrections Medical Technician	14	3	11	79%
Corrections Nurse 1	15	4	11	73%
Corrections Nurse 2	14	10	4	29%
Total	43	17	26	60%

A critical level of nursing vacancies exists at Pontiac CC with sixty percent of its state nursing positions vacant in 2022. This level can negatively impact the quality of care.

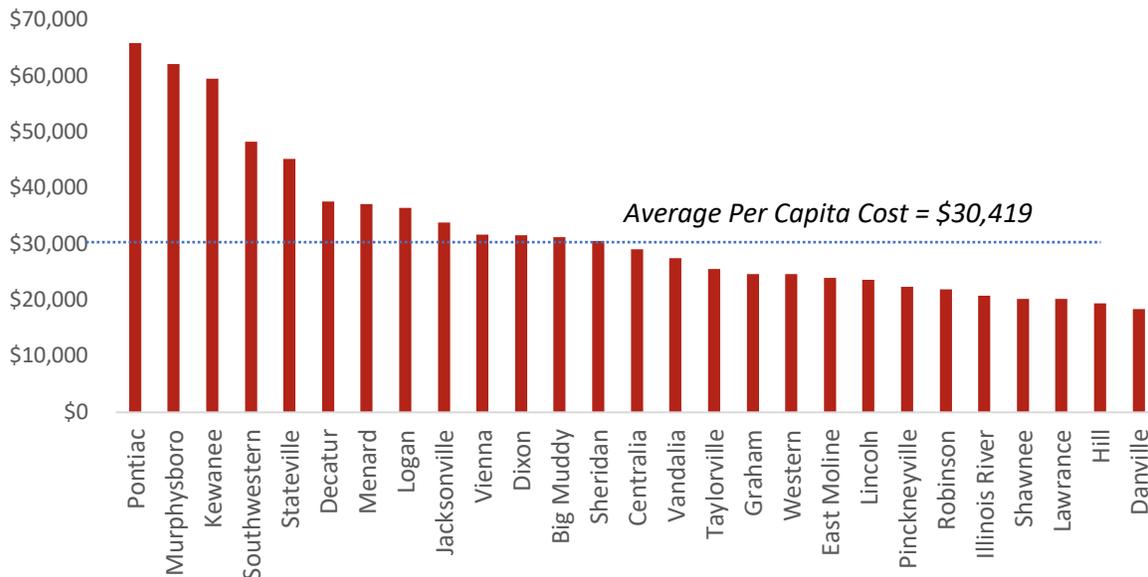
Operational Costs

One aspect that can influence master plan needs for a correctional system is understanding the operational efficiencies of existing facilities, and this has grown more important given the scarcity of staffing resources. Recommending expansion or upgrade in facilities where there has been a lack of available labor to support correctional operations would result in long-term operational issues.

One metric that can provide a measure of operational efficiency is the annual cost to house an incarcerated individual. Known as the “per capita cost” this metric divides the annual operational cost of a correctional facility by its average daily population.



Exhibit 21: Per Capita Costs by IDOC Facility



Overall, the cost to house an individual in IDOC was \$30,419 in Fiscal Year 2019. We used FY2019 as it was the last full year prior to the COVID-19 pandemic, which likely skewed the per capita costs outcomes. Pontiac’s per capita cost was \$65,879, the highest in IDOC and more than double the agency’s average. This is a result of several factors, including the type of population housed as well as the inefficiency of its design and layout for modern correctional practices.

Economies of scale impacted the per capita costs for Murphysboro, Kewanee, Southwestern, and Decatur which had small average daily populations from 139 at Murphysboro to 555 at Southwestern. For those average to large size facilities, Stateville, Menard and Logan per capita costs were more than 20 percent higher than the average.

ESTIMATING IDOC BED NEEDS

Purpose

A key component of any master planning study is estimating the current and future number of beds needed in the system. This estimate needs to be broken by gender, custody level and special needs. These needs then must be compared to the actual number of available beds in the system to determine where gaps or the potential for bed reductions may exist.

Using Projections to Determine Bed Needs

During normal times correctional system population forecasts are used as the basis for estimating bed needs. Good correctional population forecasts are based on several factors and typically assume generally consistent policy practices across the criminal justice system or allow for variations based on recent or proposed policy changes. However, the implications of the COVID-19 pandemic have resulted in dramatic policy changes across the criminal justice spectrum. Practice changes have been made in law enforcement, courts, and corrections that have implications on the prison population, and there exists great uncertainty as to whether these changes will remain in place after the pandemic fully subsides, or whether they will become the “new normal.”

Because of this, many state correctional systems do not yet feel confident in forecasting their inmate population levels with any degree of certitude, and IDOC has delayed issuing updated population forecasts for this very reason.

However, a projected incarcerated population is necessary for any master plan. As a result of this, CGL developed simple straight line projections, as the basis for future bed needs.

Beds Needed

Projected population levels are not the same as the number of beds needed. Systems need additional beds above the average daily population levels to manage peaks in population. For the purpose of this estimate a 5% peaking factor is added to the forecast population levels, which would provide IDOC with the ability to address temporary increases in the population.

Bed Need Projections: CGL developed bed needs for 3 different scenarios, all of which assume some level of population growth beyond the current level.

- **Scenario 1:** 1% Annual Population Growth Scenario: Assumes 1% annual growth in the in-custody population per year for all custody levels.
- **Scenario 2:** 1.5% Annual Population Growth Scenario: Assumes 1.5% annual growth in the in-custody population across all custody levels.
- **Scenario 3:** 2.0% Annual Population Growth Scenario: Assumes 2.0% annual growth in the in-custody population across all custody levels.

The calculation was developed according to the following key steps:



1. CGL used the April 12, 2022 “Security Level for In Custody Individuals” as the baseline for the study. The population level at that time, as well as the custody breakdown was used. The following represents that information:

**Exhibit 22: Security Level for In Custody Individuals
on April 12, 2022**

Security Level	# Male Individuals	% Of Male Individuals	# Female Individuals	% Of Female Individuals	Total	% Of All
Maximum	2,431	9.1%	66	5.3%	2,497	8.9%
Medium	12,762	47.6%	453	36.4%	13,215	47.1%
Minimum	10,389	38.8%	681	54.7%	11,070	39.5%
Pending	1,213	4.5%	45	3.6%	1,258	4.5%
Total	26,795	100.0%	1,245	100.0%	28,040	100.0%

Note: Does not include ATC population

We note IDOC indicated that an additional 900 in-custody individuals were currently awaiting transfer from county jails to an IDOC reception center.

2. Those in the pending category were proportionally distributed across the three custody levels. From this an overall custody breakdown was established separately for male and female individuals.

Exhibit 23: Custody Breakdown Baseline with Pending Category Distribution

Security Level	# Male Individuals	% Male Individuals	# Female Individuals	% Female Individuals	# Total Individuals	% Total Individuals
Maximum	2,546	9.5%	68	5.5%	2,614	9.3%
Medium	13,367	49.9%	470	37.8%	13,836	49.3%
Minimum	10,882	40.6%	707	56.8%	11,590	41.3%
Total	26,795	100.0%	1,245	100.0%	28,040	100.0%

3. Between April 2022 and when CGL approached completing its needs analysis, the IDOC population increased from 28,040 on April 12, to 28,786 on August 1, 2022. CGL took this increase and proportionally distributed it across all custody levels according to the existing distribution in Step #2 above.
4. These baseline population projections were then escalated according to the assumptions of each of the three scenarios. Additionally, a 5 percent peaking factor was added to determine the number of beds needed. The 5-year projection for each Scenario is broken by gender and security level in the following table:

**Exhibit 24: 5- Year Projected Bed Needs by Gender and Custody (5% Peaking Factor)
By Scenario**

	5-Year Bed Needs (April 2027)		
	Scenario 1 (1.0% Annual Growth)	Scenario 2 (1.5% Annual Growth)	Scenario 3 (2.0% Annual Growth)
Total Bed Needs	31,767	32,561	33,371
Maximum	2,885	2,957	3,030
Medium	15,144	15,523	15,909
Minimum	12,328	12,636	12,951
Total Male Beds Needs	30,357	31,116	31,890
Maximum	78	80	81
Medium	532	546	559
Minimum	800	820	841
Total Female Beds Needs	1,410	1,446	1,482

Depending on the growth Scenario, by April 2027, IDOC will need between 31,767 to 33,317 beds.

Planning Scenario: For the purpose of this analysis, CGL will assume Scenario 3, a 2.0 percent annual growth rate to provide a conservative estimate of bed needs for the agency. The following table summarizes the breakdown of bed needs for both 2027 and 2032.

Exhibit 25: Summary of Bed Needs by 2027

Custody Level	Male Beds Needed by 2027	Female Beds Needed by 2027	Total Beds Needed by 2027
Maximum	3,030	81	3,112
Medium	15,909	559	16,468
Minimum	12,951	841	13,791
Total	31,890	1,482	33,371

Note: Numbers may not total due to rounding

Assuming 2 percent annual growth in the in-custody population, IDOC will need 33,371 beds in August 2027. The male population will need 31,890 beds and females will need 1,482 beds.

IDOC Bed Gap Analysis

Male Bed Gap Analysis: The next step in the analysis is to compare these forecast bed needs to existing capacities to determine where gaps exist. Any area where there is a shortage of capacity may result in a need for a plan to expand capacity. Where there exists excess capacity, options exist for closing or renovating that space for other use.

In the last few years, IDOC has begun addressing two key needs. First it needed to expand the amount of treatment beds in the agency to confront mental health/substance use issues and the terms of the Rasha consent decree. Secondly, the overall population decrease it has experienced, coupled with the difficulty in recruiting and retaining custody staff has led to the consolidation of bedspace. This has reduced the overall rated capacity of the system. Exhibit 26 provides the male capacity by security level and compares it to the beds needed in 2027.

Exhibit 26: Male Capacity Gaps

Security Level	Male Capacity*	2027 Male Bed Needs (2 Percent)	2027 Bed Gaps	2027 % Beds Vacant
Maximum	4,014	3,030	984	25%
Medium	21,891	15,909	5,982	27%
Minimum	11,705	12,951	(1,246)	-11%
Total Beds Needed	37,610	31,890	5,720	15%

Source: IDOC: FY22 Bed Census Preliminary Draft.xlsx

The male capacity listed above assumed:

- Assumes Lawrence's 1,058 beds are all maximum security.
- Assumes Stateville's main facility is ½ medium and ½ minimum custody population.
- The Custody level of existing beds does not change over time. i.e., a maximum custody bed remains maximum custody over the 5 years future period.
- Multi-custody male beds in the system are present at the Reception and Classification Units at Northern R&C (1,856 beds), Graham R&C (431 beds) and Menard R&C (98 beds). CGL distributed these beds across the current inmate custody distribution noted in the earlier chapter (Estimating Bed Capacity Needs).
- Dixon Psychiatric Unit bed (202) are counted in the maximum custody beds.
- Dixon Special Treatment Unit and the Dixon General Population beds are counted as medium custody beds.
- Does not include ATC capacity.
- Assumes Robinson Correctional Center temporarily closed beds are reopened.

Based on these assumptions, in 2027, IDOC will have 5,720 excess male beds in the system by August 2027. Given the projected population, 15 percent of these beds will be vacant. The following summarized gaps in capacity for each custody level:



- **Male Maximum Custody.** There is 4,014 male maximum custody beds with just 3,030 projected to be classified as maximum custody, creating an excess maximum custody capacity of 984 beds. Twenty-five percent of the male maximum custody beds are forecast to be vacant by 2027.
- **Male Medium Custody.** Most of the excess male capacity is in medium custody beds. There will be an excess capacity of over 5,982 male medium custody beds in the system. Twenty-seven percent of these beds will be vacant.
- **Male Minimum Custody.** Minimum custody is the only level that will have an insufficient number of beds in the system. Given current minimum custody capacity, there will be a shortage of 1,246 male minimum custody institution beds in the system. Of all custody levels, minimum custody is the preference for any bed shortage, as lower level incarcerated individuals can be housed in higher custody settings (medium custody).

Overall, the gap analysis for the male population points to the ability to downsize across maximum and medium custody male facilities. Additionally, given the shortage of minimum custody beds, existing maximum and/or medium security facilities could be converted to or used to house minimum custody inmates, a practice that is likely already occurring given the fact that the population of many of the minimum male facilities is relatively low.

Female Bed Gap Analysis: The overall female bed capacity in the system was 1,899 beds with 684 beds at Decatur CC and 1,215 at Logan. Given that Logan CC is a multi-custody facility, it is more difficult to determine the spread across custody levels. However, our analysis assumes the following bed female bed needs by custody level in 2027:

Exhibit 27: 2027 Female Bed Needs

Custody Level	Female Beds Needed by 2027
Maximum	81
Medium	559
Minimum	841
Total	1,482

Overall IDOC has 1,899 beds to manage its female population, more than enough to accommodate 2027 growth levels. However, the issue with female capacity in IDOC is not the quantity of beds, but the quality of the facilities.

Female Facility Conditions: Through much of IDOC’s recent history, housing for incarcerated women has been adjusted, adapted, and realigned without a long-range plan. The development of separate correctional facilities for women in Illinois began with the Oakdale Reformatory for Women, which opened in 1930 and later became known as Dwight Correctional Center. The facility was the foundation of female prison housing for 83 years, until it was closed in 2013. During recent decades, attempts to accommodate the growing

female population included adding housing females in coed settings at Dixon Correctional Center and Logan Correctional Center. These efforts were problematic. Managing a male and female prison population in one facility is extremely complex and creates supervision and separation issues. While staff may be responsible for interacting with both the male and female population, the type of interaction, the type of programming and the treatment needs of incarcerated males and females is very different.

Today, IDOC has two institutions to house its female population: Decatur and Logan Correctional Centers. Both facilities originated as mental health centers and the majority of their existing buildings were designed for a mental health population. Decatur Correctional Center was opened in 2000 in the former Adolf Meyer Mental Health and Development Center with the goal of providing ample programming for minimum custody incarcerated women. Logan Correctional Center was converted from the Lincoln Mental Health Annex in 1977 and houses all custody levels. It also serves as the single reception and classification center for female commitments to IDOC and provides treatment to a growing female mental health population.

Given their nearly 1,900 beds, there is sufficient capacity in these two facilities to accommodate the female population for the foreseeable future. However, as noted later in this report, Logan Correctional Center is in poor condition and requires significant improvement, thus bringing into question its effectiveness as a long-term solution for housing incarcerated women.

Facility Assessments

To get a clear understanding of the existing facilities in terms of their mission, operational practices, and physical plant, CGL sent 2 sets of teams to each facility to conduct distinct assessments. These assessments were:

- **Facility Conditions Assessments (FCAs):** CGL contracted with HDR, Inc. to conduct facility conditions assessments at each prison. A team of engineers visited and inspected each facility to assess the physical plant conditions of each building. Individual FCAs were developed and issued for every building reviewed was provided a Building Conditions Index (BCI) score. CGL averaged the BCIs at each facility to provide an overall facility average BCI.
- **Operational Assessments:** Separate from the FCAs, a team of correctional experts toured each facility with the intent of determining whether the physical plant layout and design, support the desired operational practices. In an Operational Assessment, each facility is given an overall “Suitability for Purpose” rating to identify how well the facility physical plant and layout efficiently meets its intended use and supports the facility mission.



The FCAs and Operational Assessments were independently conducted, resulting in the potential for a facility receiving a positive FCA rating and a negative Operational Assessment rating, or vice versa.

Facility Conditions Assessments Results: Each facility condition assessment team reviewed major buildings at each facility. The result of these inspections were reports that rated the following major building systems:

- Foundations (A10)
- Basement Construction (A20)
- Superstructure (B10)
- Exterior Enclosure (B20)
- Roofing (B30)
- Interior Construction (C10)
- Stairs (C20)
- Interior Finishes (C30)
- Conveyance (D10)
- Plumbing (D20)
- HVAC (D30)
- Fire Protection (D40)
- Electrical (D50)
- Equipment (E10)



These systems were rated from 0 to 100 with the following color coding providing a visual identification/description of the buildings condition:

Exhibit 28: Building Condition Index Scoring System

OPERATIONAL CAPABILITY	OPERATIONAL RATING	DEGRADATION	DCR	CI
Fully Operational	Green	Free of observable or known degradation.	Green (+)	100
		Normal wear requiring normal preventative maintenance.	Green	95
		Normal degradation requiring corrective maintenance.	Green (-)	88
Impaired Operation	Amber	Minor degradation requiring corrective maintenance.	Amber (+)	80
		Moderate degradation requiring corrective repair.	Amber	71
		Significant degradation requiring moderate repair.	Amber (-)	61
Inoperable	Red	Extensive degradation requiring major repair.	Red (+)	50
		Severe degradation requiring major rehabilitation or replacement.	Red	30
		Complete degradation requiring full replacement.	Red (-)	10

The resulting reports provided both a written and visual interpretation of building conditions. For example, the following Exhibit provides a rating summary for building systems (columns) for each building (listed in rows) at Stateville Correctional Center.

Exhibit 29: Sample Section of Facility Conditions Assessment

Building Condition Index

Building Systems

Stateville Correctional Center - Joliet
651-000-174 Facility Condition Assessment
8/1/2022

Building System Condition Index Summary (Sorted by Worst to First Metric)

Building Number and Name	BCI	A10	A20	B10	B20	B30	C10	C20	C30	D10	D20	D30	D40	D50	E10
C0385 Cell House I	9	10		10	11	10	10	10	11						10
C0384 Cell House H	10	10	10	10	11	10	10	10	11						10
C0259 General Store	9	10		10	10	10	10	10	10						10
C0315 Furniture Factory	50	88	88		71	10	88		58		62	10			10
C0258 'g' Dormitory	9	10			9	10	10	10	10						10
C0342 Officers Dorm	53	88		88	73	10	65	65	26	10	16	11			
C0301 Powerhouse	10	10		10	11	10	10	10	10						10
C0314 Soap Fac-taylor Shop	57	88	88	74	74	30	81	92	74	10	30	10			26
C020T Tunnel System	61		88	65	10		80		74		30	29			49
C0311 Service Bldg	10	10		10	10	10	10	10	10						10
C0271 Laundry-barber-chapl	57	80	88	88	73	10	52	63	66		69	21			10
C0380 Multipurpose Bldg	58	88			78	30	88	96	74		55	53			10
C0227 Veg Room-capt Office	47	88		88	64	30	96		82		71	10			10
C0270 Vocational School	67	88	88	88	72	50	94		68		61	30			23
C0202 Detention Building	65	88	88	74	53	30	82	92	62		25	23			
C0339 Cultural Arts Center	69	84		95	59	95	94	60	74						14
C0326 Cell House F	71	95	88	92	70	90	92	80	81		39	20			64
C0306 Vehicle Garage-msu	48	88		30	53	10	51	61	10						10
C0201 Dining Room Complex	67	88	88	88	68	30	90	70	76		47	10			39 30
C0266 Residence	11	10		10	10	10	10	10	10						10
C0221 Cell House B	70	88		88	65	88	88	66	66						10
C0251 Law Lib-sch-cloth Rm	70	96		95	71	95	95		74		72	21			29
C0204 Administration	78	88	88	88	78	30	94	50	76		10	22			
C0304 M&M Shop	70	88		88	70	61	95		81		71	38			36
C0303 Commissary-residents	67	88		61	68	10	93		78		71	24			51
C0333 Wall Tower#2	9	10		10	10	10	10	10	11						10
C0334 Orientation Seg	69	82		88	72	30	80	74	70						10
C0395 NRC A Building (Encomp)	85	95	88	96	88	50	87	76	70	80					85
C0324 Wall Tower #4	9	10		10	10	10	10	10	11						10
C0263 Weight Room	61	88	88	88	67	10	96		80		71	29			10

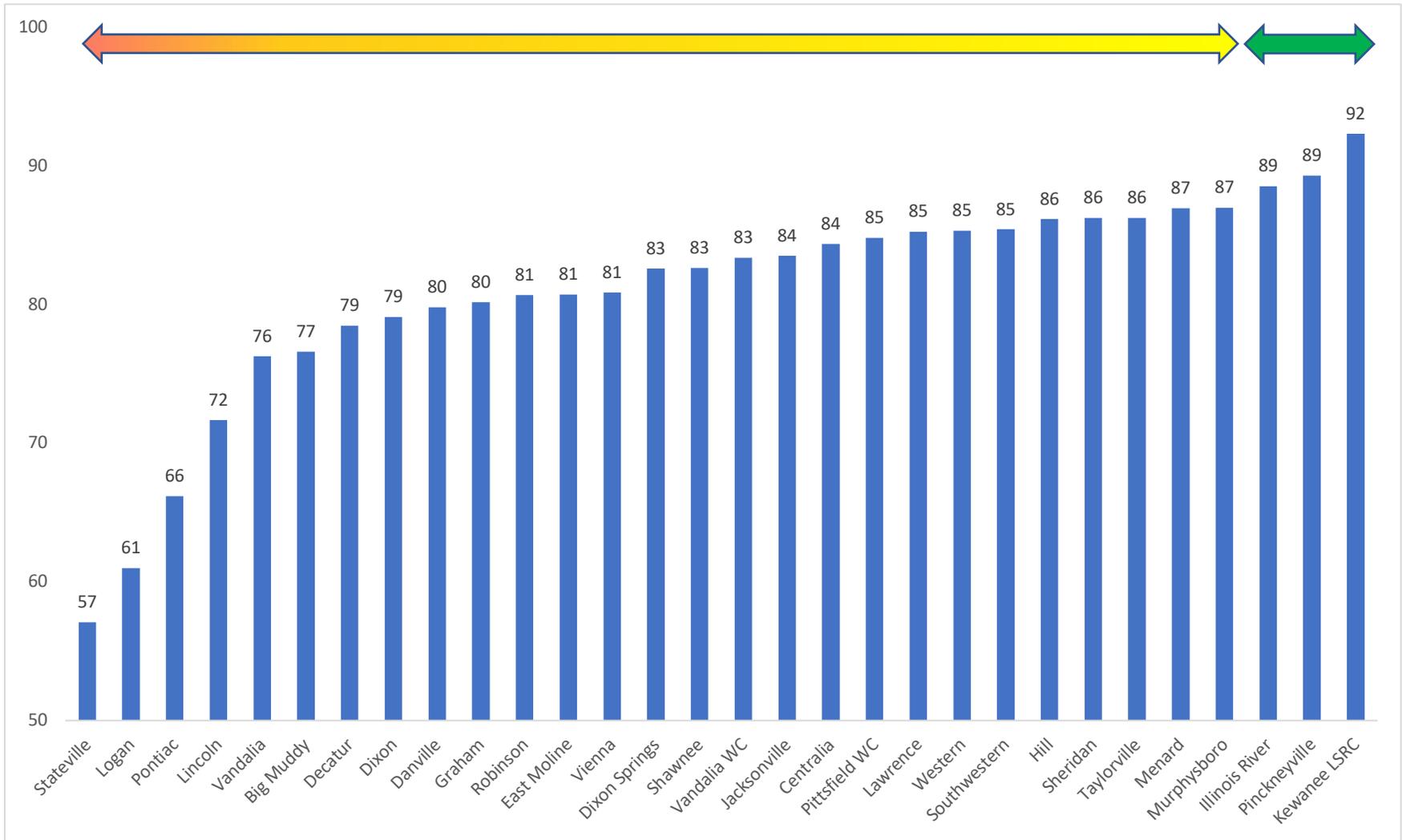
List of Buildings Reviewed

To arrive at an average Building Conditions Index (BCI) by facility, CGL averaged the individual BCI's for each building at that facility. This approach provides a summary view of the overall conditions of each facility, but it does have some limitations on its usefulness. Mainly, it does not consider the use or size of each building, and means that a small, lightly used storage building has the same weight and value as a 200-bed housing unit.

The following Exhibit provides the average BCI.



Exhibit 30: Average BCI Rating by Facility



Only three facilities had an average rating in the green category. Several facilities existing conditions were pronounced:

- **Stateville:** Overall, Stateville had the worse average BCI rating with (57), with 24 percent of its buildings in the red category. Eleven of Stateville's buildings scored 10 or below, identifying complete degradation, inoperability, and need for replacement. An independent structural study of the Quarterhouse housing units found significant structural concerns including structural deteriorating from water penetration that results in serious safety concerns.
- **Logan:** Twenty-nine percent of Logans buildings were in the red category and this included its dietary, gymnasium and warehouse. Its housing units were in "impaired operation" condition averaging a BCI score of 65.
- **Pontiac:** Thirty-five percent of the buildings assessed at Pontiac were in the Inoperable category.
- **Vandalia:** A large portion of Vandalia buildings were rated in the Impaired Operations category with a score indicative of moderate level of degradation.
- **Lincoln:** Lincoln's overall score was skewed downward due to 2 of its buildings (a modular building and dietary) having extremely low ratings.
- Illinois River CC, Pinckneyville CC and Kewanee LSRC were the only facilities with an average BCI rating in the Fully Operational category.

The majority of IDOC facilities fall between a 79 BCI rating (moderate to minor degradation) to 87 (minor degradation).

One would expect that those facilities with poor BCI ratings would have high levels of deferred maintenance. But in several instances, this was not the case. For example, the State indicated Menard had the 4th highest level of deferred maintenance (\$174 million), but this study scored Menard with a relatively good average BCI rating (87). On the other hand, Lincoln Correctional Center had a low amount of deferred maintenance (\$26 million) and had a much lower average BCI rating of 72. At face value, this may appear to be a discrepancy in either the BCI ratings or the level of deferred maintenance reported, but there are other factors that can help explain this:

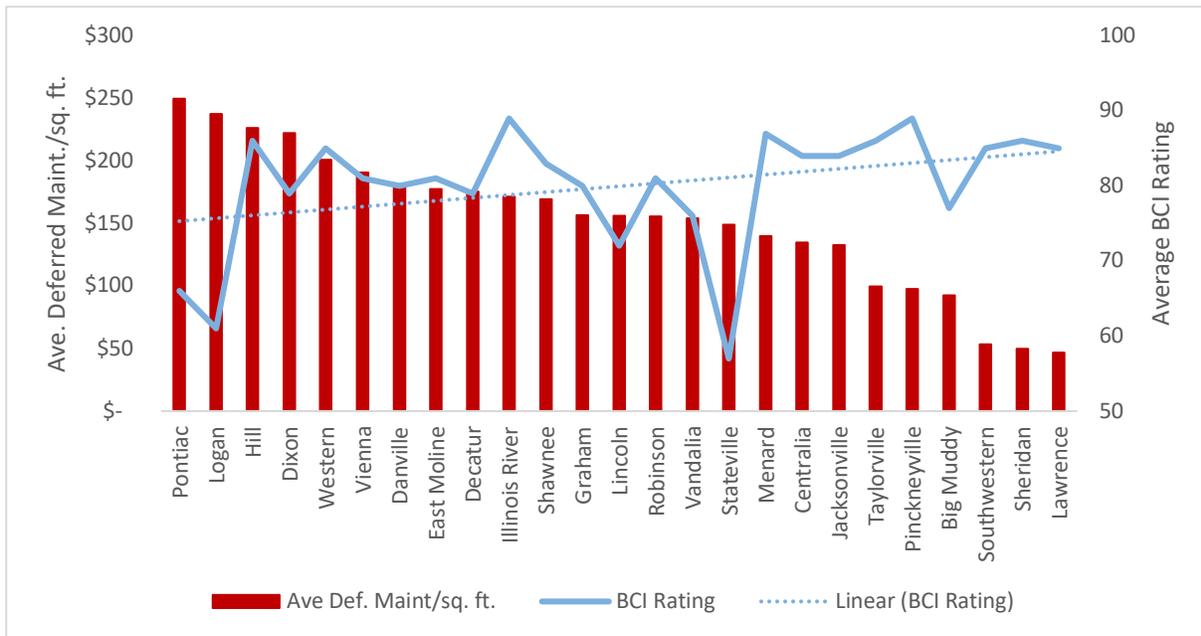
- Limitations of the "Average BCI Rating": HDR's Facility Conditions Assessments provided BCI ratings for individual buildings at each correctional center. CGL took these individual building BCI ratings and averaged them, resulting in the average BCI rating per facility. As identified earlier, averaging the BCIs of the buildings does not consider building size or its usefulness. For example, a small storage building with limited use has the same weight in the average BCI score as a large housing unit.
- Closed/Unused Buildings at Older Facilities: The identified deferred maintenance of some facilities include buildings that are no longer in use. For example, Stateville's I and H Housing units have been closed along with their large industries building, but their deferred maintenance needs are counted in their total.
- Facility Size Can Drive Deferred Maintenance Level: Deferred maintenance levels are partially a factor of facility size. Menard has over 1.25 million square feet of space,



while Logan has 487,000 square feet. Controlling deferred maintenance for facility size changes the outcomes. For example, Logan moves to 2nd highest with a deferred maintenance cost per square foot of \$238, while Menard falls to the 17th position with \$140 per square foot.

When controlling for facility size, the average BCI score more closely correlates with the level of deferred maintenance. Exhibit ?? compares the average deferred maintenance per square foot to the average BCI rating for the facility. The upward-sloping trend line indicates that as average deferred maintenance decreases, the facility BCI rating increases.

Exhibit 31: Average Deferred Maintenance/Sq. Ft. vs Average BCI Rating



Individual Facility Conditions Assessment reports were provided separately from this report.

Operational Assessments

The Operational Assessment teams spent time on-site at each facility to review whether the facility design and layout efficiently supported its mission and operational practices. The following represented the general schedule for these on-site visits:

- **Initial Meeting with Warden & Executive Team:** The purpose of this meeting was to gain an understanding of the facility mission, its operational practices and challenges, and any benefits or impediments of its physical plant design and layout.
- **Facility Tour:** An in-depth facility tour was conducted to observe the facility layout and how each space is currently used. Additional time was spent in housing units to gain a clear understanding of their capacity and type of individual housed.
- **Interviews:** Interviews were conducted with department heads across the facility as well as line staff on post. Additionally, incarcerated individuals were interviewed during our site tours.



- **Exit Debrief:** At the conclusion of our site visit, time was set aside to meet with facility leadership to follow-up on any additional information/documents needed, as well as to further explore physical plant concerns.

The object of the Operational Assessment did not include a review of physical plant conditions; however, each Operational Assessment team was struck by the serious deterioration that was found at many of the correctional centers. Based on information provided, it was clear that insufficient funding had led IDOC to consistently used a limited spot maintenance approach to address major systemic building and infrastructure issues without addressing the core, long-term physical plant issues. This has led to continued system deterioration resulting in annual repair and maintenance budgets were no longer sufficient to address the growing physical plant needs.

Unlike the FCA's the outcome of the Operational Assessment does not result in a numerical score. Instead, a facility is provided an overall rating concerning how well its layout and design efficiently supports its intended use. The three potential ratings are:

- **Fully Meets:** The facility is well-designed to meet the security, programming, and service needs of its target population in an efficient manner. Facility design and layout is efficient from a staffing standpoint.
- **Partially Meets:** The facility design and layout is partially supportive of the facilities mission, however, there are some significant physical plant layout issues that complicate its ability to operate and meet its mission.
- **Does Not Meet:** The facility's design and layout does not reflect modern correctional practices or the goals of the agency. It creates additional staffing needs, impacts facility security and its ability to provide programming and services and is not conducive to a rehabilitative environment.

The following Exhibit provides the overall operational assessment rating (OA Rating) for each facility ranked from worst to best.



Exhibit 32: Operational Assessment (OA) Worst to First Rating

Facility	OA Rating	Facility	OA Rating
Stateville	Does Not Meet	Hill	Partially Meets
Logan	Does Not Meet	Shawnee	Partially Meets
Pontiac	Does Not Meet	Western Ill.	Partially Meets
Dixon	Does Not Meet	Illinois River	Partially Meets
Vandalia	Does Not Meet	Big Muddy	Partially Meets
Vienna	Partially Meets	Danville	Partially Meets
Sheridan	Partially Meets	Pinckneyville	Partially Meets
Menard	Partially Meets	Centralia	Partially Meets
East Moline	Partially Meets	Graham	Partially Meets
Southwestern	Partially Meets	Lawrence	Partially Meets
Lincoln	Partially Meets	Decatur	Meets
Jacksonville	Partially Meets	NRC	Meets
Taylorville	Partially Meets	Murphysboro	Meets
Robinson	Partially Meets	Kewanee	Meets

Four facilities (Decatur, NRC, Murphysboro, and Kewanee) received the highest Operational Assessment rating (“Meets”). Both Kewanee’s and Murphysboro’s facility design and layout provide ample program space and supported the re-entry focused environment. The intake area of Northern Reception and Classification Center (NRC) with its overhead observation walkways and layout to meet the flow of intake processing is unique and represents an industry model. Decatur’s layout is supportive of a minimum custody environment.

Five facilities were rated as “Does Not Meet” due to their outdated design and inefficient layouts that were not suitable for the population types they were intended to house and provide services too.

- Stateville:** In addition to the extremely poor conditions throughout the facility (peeling paint, leaking roofs) the facility's 100 year old design is reflective of 1800's prison philosophy, with multitiered housing units. These units are poor for a maximum custody population, but even worse for a multi-custody re-entry mission. The units lack dayroom space or any adjacent program space. Cells are small and there is limited electrical connections resulting in extension cords ran from cell to cell. Due to limited line-of-sight, an intensive level of staffing is necessary to adequately supervise these units. Maintaining a constant ambient temperature is nearly impossible from the lower tier to the upper tier. Shower facilities are poor and create PREA issues. Overall, the facility can't comply with ADA requirements.



- Logan:** Most of the buildings in Logan, including most of its housing units were built nearly a century ago as patient wards in mental health institution. These units, do not meet the needs of modern correctional practices, are not supportive of a rehabilitative environment and complicates the overall delivery of services. Additionally, the facility is fueled by a coal-fired plant that dates back to 1930. Support spaces were never designed to meet the unique needs of a female population.
- Pontiac:** Pontiac is now 130 years old, with several of its original buildings still in use. Its design and layout is reflective of 1800's correctional philosophy of isolation and separation and was never intended to be a rehabilitative, supportive environment. Like Stateville, many of its housing units are antiquated and inefficient, requiring a heavy staff presence, and housing lacks dayrooms or program space. Any movement of incarcerated individuals requires significant staff involvement. Throughout the facility is a lack of appropriate office or program space adjacent to housing. Additionally, Pontiac has the agencies highest vacancy rate for correctional officer and for all staff, making it exceedingly problematic to find staff to manage this challenging population.
- Dixon:** Serving as IDOC's primary correctional facility for its mental health incarcerated population, Dixon has the systems only secure psychiatric unit (Dixon Psychiatric Unit) and a large residential treatment unit (Dixon Special Treatment Center). In addition, it houses a large geriatric population. Most structures in the facility date back to the early 19th century and were designed to manage mental



health patients in a residential setting. Most housing units are inappropriate for a correctional mental health setting and lack program spaces or office spaces for mental health staff. Similarly, the aging units used for the geriatric population are not designed to support their needs, and the facility has serious issues with ADA compliance. The Dixon Psychiatric Unit is simply a converted X-House, nearly identical to those found at several medium security facilities in IDOC. There is limited office spaces or program/treatment spaces, thus increasing the movement and escort needs of this difficult to manage population.

- **Vandalia:** As with the other facilities with a “Does Not Meet” rating, Vandalia Correctional Center is now over 100 years old. Its aging housing units are more reflective of agriculture based prisons of the early 1900’s and not supportive of safety and security or contemporary correctional practices. . Its medical unit is undersized and has poor access given its location. There is little space for the mental health professionals, further complicating the ability to provide services. Accessibility issues exist throughout the facility.

The following section provides a facility summary of key information, needs, findings, and recommendations for each facility.

Facility Summaries



Operational Rating:	 Partially Meets	FCA Rating:	77
Date Opened:	1993	Total Square Footage:	392,681
Total Acreage:		Deferred Maintenance Needs:	\$36,177,251
Rated Capacity (August 2022):	1,324		
Planned Capacity (after consolidation/repurposing):	-	Annual Maintenance Budget (FY2022):	\$175,000
Population 02/13/2022:	1,331	Estimated Annual Maintenance Needs (\$1.25/sq. ft.):	\$490,851
Per Capita Cost:	\$31,312	FY23 Facility Capital Project Request	\$ 4,378,000
Population Type:	Male, medium security facility. Sex offender treatment population and civilly committed Sexually Dangerous Person population.		

Facility Staffing				
	Funded (FY2022)	Filled (1/31/2022)	Vacant	Vacancy Rate
Correctional Officers	238	170	68	28.6%
Sergeants	52	49	3	5.8%
Lieutenants	22	17	5	22.7%
Shift Supervisors	7	5	2	28.5%
Total All Staff	420	316	104	24.8%



Big Muddy Facility Summary

- Big Muddy has 4 prototypical X-House housing units.
- Housing unit design lacks needed office space or adjacent program space requiring additional escort staffing.
- Perimeter fence motion detection system has failed.
- With expansion of mental health and medical services within IDOC, the medical unit is undersized as treatment spaces have been converted to office space.
- Facility has centralized program spaces in the form a large multipurpose building with indoor recreation spaces, chapel, staff wellness, education classrooms, vocational spaces, library.
- As with other IDOC facilities of the same era, metal entry framing is significantly rusted and deteriorating.
- Cell door locks are problematic and can be defeated by population.
- Mental Health Crisis cells are in the Housing Unit 4 adjacent to Orientation/Receiving. Would more appropriately be adjacent to or co-located with mental health and medical units.
- Dietary has needs regarding electrical to serving lines, and repair/replacement of chillers/warmers, as well as replacement of floor tiles.
- Facility has been maintained as well as possible given funding limitations.
- Major capital needs include replacing deteriorating dietary floors, replacing corroded dietary doors and frames, and upgrading the fire alarm system throughout facility.

Big Muddy Capital Projects

Project Description	Project Number	Estimated Project Cost	Appropriated	Obligated	Expended	Unobligated
Install New Locking Controls	120-178-010	\$ 3,749,800	\$ 3,749,800	\$ 3,280,350	\$ 2,350,528	\$ 469,450

Recommendations:

- Address Deferred Maintenance Needs.
- Renovate Housing Units to provide additional program/treatment and office space.
- Expand treatment/office spaces for mental health.
- Fix/Replace rusted entry door frames.
- Replace/repair cell locking systems.

Centralia Correctional Center



Operational Rating:	 Partially Meets	FCA Rating	84
Date Opened:	1980	Total Square Footage:	341,248
Total Acreage:		Deferred Maintenance Needs:	\$45,917,916
Rated Capacity (August 2022):	1,398		
Planned Capacity (after consolidation/repurposing):		Annual Maintenance Budget (FY2022):	\$190,000
Population 02/14/2022:	1,259	Estimated Annual Maintenance Needs (\$1.25/sq. ft.):	\$426,560
Per Capita Cost:	\$29,091	FY23 Facility Capital Project Request	\$ 6,520,000
Population Type:	Male, medium security facility. Transgender Housing Unit		

Facility Staffing

	Funded (FY2022)	Filled (1/31/2022)	Vacant	Vacancy Rate
Correctional Officers	293	264	29	9.9%
Sergeants	52	35	17	32.7%
Lieutenants	18	12	6	16.9%
Shift Supervisors	7	5	2	28.6%
Total All Staff	478	399	79	16.5%



Centralia Facility Summary

- Centralia and Graham Correctional Centers have nearly identical building designs.
- Fourteen of 16 housing units at Centralia are 100 bed general population, with 4 wings. Dayrooms space is adequate and there is an enclosed officer control center in each. However, there is very limited office space in each unit and no multipurpose space.
- With expansion of mental health and medical services within IDOC, the medical unit is undersized as treatment spaces have been converted to office space. Additionally, there is a large correctional industry space that had garment production and sustainability programs.
- Facility has centralized program spaces spread through several buildings in the center of the footprint. These include education, vocational, recreation and chapel spaces.
- Housing Unit 5 houses a transgender population.
- Remote location can make access to professional services difficult.
- Major capital request needs include addressing the deteriorating entrance doors throughout the facility and replacing the fire alarm system.

Centralia Capital Projects

	Project Number	Estimated Project Cost	Appropriated	Obligated	Expended	Unobligated
Repair/Replace Dietary Electrical Service	120-260-036	\$ 473,595	\$ 473,595	\$ 438,274	\$ 164,154	\$ 35,321
Replace Communication Tower/Repair Build	120-260-037	\$ 310,000	\$ 310,000	\$ 295,000	\$ 280,843	\$ 15,000
Update Fire Alarm System	120-260-039	\$3,215,000	\$3,215,000	\$ 385,300	\$ 93,765	\$2,829,700
TOTAL		\$3,998,595	\$3,998,595	\$1,118,574	\$ 538,762	\$2,880,021

Recommendations:

- Address Deferred Maintenance needs.
- Expand treatment/office spaces for mental health.
- Automate manual paper systems. Current storage of paper documents is overwhelming facility.
- Renovate Housing Units to provide additional program/treatment and office space at or near units.

Danville Correctional Center



Operational Rating:	 Partially Meets	FCA Rating:	80
Date Opened:	1984	Total Square Footage:	408,443
Total Acreage:		Deferred Maintenance Needs:	\$73,313,800
Rated Capacity (2/13/2022)	1,854		
Planned Capacity (after consolidation/repurposing):	-	Annual Maintenance Budget (FY2022):	\$200,000
Population 02/14/2022:	1,414	Estimated Annual Maintenance Needs (\$1.25/sq. ft.):	\$510,553
Per Capita Cost:	\$18,424	FY23 Facility Capital Project Request	\$8,050,000
Population Type:	Male, medium security facility.		

Facility Staffing

	Funded (FY2022)	Filled (1/31/2022)	Vacant	Vacancy Rate
Correctional Officers	196	161	35	17.9%
Sergeants	52	48	4	7.7%
Lieutenants	7	13	4	57.1%
Shift Supervisors	7	7	-	-
Total All Staff	370	315	55	14.9%



Danville Facility Summary
<ul style="list-style-type: none"> • Danville has prototypical X-House housing units and a single T-House. • Housing unit design lacks needed office space or adjacent program space requiring additional escort staffing. • With expansion of mental health and medical services within IDOC, the medical unit is undersized as treatment spaces have been converted to office space. • Facility has centralized program spaces in the form a large multipurpose building and correctional industries building. • Infirmary housing is filled with several long-term inmates who need geriatric care. • Housing unit “Building Blocks” program appear to be well-established and positive toward changing incarcerated individual behavior. • Entrance doorway frames are rusting, and need replaced. • Cell door locks are problematic and can be defeated by population. • Mental Health Crisis cells are in the Orientation/Receiving unit. Would more appropriately be adjacent to or co-located with mental health and medical units. • Steam system replacement nearly complete and has been relocated from below-ground to overhead. • Control panels are outdated and no longer supported. • Facility has been maintained as well as possible given funding limitations. • Facility capital request include replacing the failed fire alarm system, replacing HVAC system in the multipurposed building, and replacing the door control systems (PLC’s) in the housing units due to inability to get parts for existing outdated system.

Danville Facility Summary

	Project Number	Estimated Project Cost	Appropriated	Obligated	Expended	Unobligated
Rehab Hot Water Distribution System	120-040-025	\$3,929,680	\$3,550,880	\$3,303,172	\$1,677,599	\$ 247,708

Recommendations:
<ul style="list-style-type: none"> • Address Deferred Maintenance needs. • Renovate Housing Units to provide additional program/treatment and office space. • Expand treatment/office spaces for mental health. • Replace Housing Unit control panels. • Fix/Replace rusted entry door frames. • Replace/repair cell locking systems.

Decatur Correctional Center



Operational Rating:	Meets	FCA Rating:	79
Year Opened:	2000	Total Square Footage:	301,575
Total Acreage:	49	Deferred Maintenance Needs:	\$53,999,905
Rated Capacity (August 2022):	684		
Planned Capacity (after consolidation/repurposing):	-	Annual Maintenance Budget (FY2022):	\$27,600
Population 02/13/2022:	282	Estimated Annual Maintenance Needs (\$1.25/sq. ft.):	\$376,969
Per Capita Cost:		FY23 Facility Capital Project Request	
Population Type:	Female, minimum security facility.		

Facility Staffing

	Funded (FY2022)	Filled (1/31/2022)	Vacant	Vacancy Rate
Correctional Officers	123	97	26	21.1%
Sergeants	27	19	8	29.6%
Lieutenants	12	5	7	58.3%
Shift Supervisors	7	4	3	42.8%
Total All Staff	258	199	59	22.9%



Decatur Facility Summary

- Facility was originally opened as Adolph Meyer Zone Center in 1966. It closed in 1996 and reopened in 2000 as a correctional center for women.
- There are 13 buildings all connected under one roof by two central corridors. Was first facility accredited by the American Correctional Association (ACA) in 1979. Is not currently accredited.
- Was extensively remodeled to house minimum security female inmates.
- If suitable housing for the IDOC female population is found elsewhere, Decatur would be option for minimum custody male or geriatric unit. Significant amount of acreage outside secure perimeter
- Has ample program space and large gymnasium and auditorium.
- Medical Unit is small but meets current demands.

Decatur Capital Projects

	Project Number	Estimated Project Cost	Appropriated	Obligated	Expended	Unobligated
Replace Boiler Burners	120-290-007	\$2,436,800	\$2,436,800	\$1,849,549	\$1,767,580	\$ 587,251

Recommendations:

- Address Deferred Maintenance Needs.
- If IDOC moves female housing elsewhere (per Master Plan recommendations) Decatur could be repurposed as a minimum custody male facility or as a geriatric facility.

Dixon Correctional Center



Operational Rating:	■ Poor	FCA Rating:	79
Date Opened:	1918	Total Square Footage:	1,013,704
Total Acreage:		Deferred Maintenance Needs:	\$222,348,216
Rated Capacity (2/13/2022):	2,406		
Planned Capacity (after consolidation/repurposing):		Annual Maintenance Budget (FY2022):	\$123,405
Population 02/13/2022:	1,408	Estimated Annual Maintenance Needs (\$1.25/sq. ft.):	\$1,267,130
Per Capita Cost:	\$31,598	FY23 Facility Capital Project Request	\$50,650,800
Population Type	Male mental health, general population, and geriatric.		

Facility Staffing

	Funded (FY2022)	Filled (1/31/2022)	Vacant	Vacancy Rate
Correctional Officers	544	344	200	36.8%
Sergeants	56	49	7	12.5%
Lieutenants	35	31	4	11.4%
Shift Supervisors	8	4	4	50%
Total All Staff	833	580	253	30.4%



Dixon Facility Summary

- Originally opened in 1918 as Illinois State Colony for Epileptics. Converted to correctional facility in 1983.
- Has 3 different facilities on grounds:
 - Dixon Psychiatric Unit (DPU) has a rated capacity of 302 and manages maximum custody individuals with mental illness or developmental disabilities. Most of the buildings date back to the 1920's including housing, administration, and programs spaces.
 - Dixon Special Treatment Center (STC) has a rated capacity of 454 and is a residential treatment unit to prepare individuals with mental illness to reintegrate back into general population or community.
 - Dixon General Population has a capacity of 1,650 and has a high number of geriatric, and mobility-impaired individuals in its population.
- Its 28 infirmary beds is the second most in IDOC system.
- Situated on 462 acres with 125 acres within secure perimeter. Has substantial acreage for expansion.
- As result of consent decrees, mental health staffing now approximately 70 positions. Facility was not designed to accommodate that number of offices or spaces for treatment.
- Housing units are either dormitory-style or are aging cells, generally located a distance from program spaces many opened in 1920's and 1930's for housing mental health patients.
- X-House design for Dixon Psychiatric Unit is not supportive of mental health environment. It lacks office space and treatment/group space, thereby requiring significant escorts of these individuals to other buildings. 11 crisis cells are mixed in the wings and not adequately separated.
- The STC is in 6 housing units in the southwest cluster that were designed in the early 1900's. The design/layout is not conducive to a residential treatment environment and lack private program or interview space, thus requiring the use of remote programming, which is not ideal for this population.
- General population is housed in the Northwest and Northeast clusters. These units are generally in very poor condition with severe roof leaks over time, that have infiltrated ceilings, walls, and flooring. Areas where ceilings have collapsed and tile floors damaged were noted during tour.
- Walkways and roads are in very poor condition creating trip hazards and making road travel difficult.
- The lack of ADA compliance is problematic given the aging population and mobility impaired.
- There is ample centralized program space across the facility with large correctional industry eyeglass factory, and auditorium, gymnasium vocational and academic buildings.
- The water treatment facility is in excellent condition.
- The health care unit is multi-story and has 135 beds of which 28 were infirmary beds and ADA housing. It was reported there are not enough beds to manage their needs.
- Remote location does impact ability to recruit professional staff.
- Major capital request needs include removing and repairing collapsing utility tunnel systems throughout grounds, remodeling the health care unit, repairing/replacing roadways, parking lots and walkways, and upgrading sewage treatment plant.

Dixon Capital Projects

	Project Number	Estimated Project Cost	Appropriated	Obligated	Expended	Unobligated
Replace Roofing Systems	120-075-066	\$ 1,922,800	\$ 1,922,800	\$ 1,499,380	\$ 968,452	\$ 423,420
Install new Steam Absorber and Cooling Tower	120-075-067	\$ 2,551,100	\$ 2,551,100	\$ 940,294	\$ 914,048	\$ 1,610,806
Modify Sewer System	120-075-068	\$ 613,450	\$ 613,450	\$ 587,000	\$ 470,125	\$ 26,450
Replace Roofing Systems	120-075-069	\$ 2,119,500	\$ 2,119,500	\$ 149,490	\$ 108,150	\$ 1,970,010
Emergency Elevator Replacement	120-075-071	\$ 2,767,551	\$ 2,767,551	\$ 2,767,550	\$ 780,128	\$ 1
Emergency Electrical Repairs and Transformer	120-075-072	\$ 220,300	\$ 220,300	\$ 123,071	\$ 112,302	\$ 97,229
Demolish Buildings	120-075-073	\$ 4,000,000	\$ 4,000,000	\$ 308,200	\$ 88,193	\$ 3,691,800
Replace Roofing Systems	120-075-074	\$ 8,420,600	\$ 4,420,600	\$ 369,300	\$ 173,308	\$ 4,051,300
Replace Transformer at Stores Building	120-075-075	\$ 525,000	\$ 475,000	\$ 396,233	\$ 28,778	\$ 78,767
Assess Hot Water Distribution System	120-075-076	\$ 3,195,280	\$ 268,380	\$ 268,380	\$ 42,000	\$ -
Emergency Sewer Repair	120-075-077	\$ 224,046	\$ 224,046	\$ 224,046	\$ 28,976	\$ -
Assess and Replace Boiler Pumps	120-075-078	\$ 360,000	\$ 360,000	\$ -	\$ -	\$ 360,000
TOTAL		\$ 26,919,627	\$ 19,942,727	\$ 7,632,944	\$ 3,714,461	\$ 12,309,782



Recommendations:

- Replace DPU with more appropriate housing, office, and support spaces.
- Consider as option for dedicated housing/services for geriatric population.
- Address Deferred Maintenance needs to improve significant physical plant maintenance issues in nearly every building.

East Moline Correctional Center



Operational Rating:	Partially Meets	FCA Rating:	
Date Opened:	1960	Total Square Footage:	783,063
Total Acreage:		Deferred Maintenance Needs:	\$90,813,396
Rated Capacity (2/13/2022):	1,316	Annual Maintenance Budget (FY2022):	\$117,500
Planned Capacity (after consolidation/repurposing):	-	Estimated Annual Maintenance Needs (\$1.25/sq. ft.):	\$982,579
Population During Visit (02/09/2022):	374	FY23 Facility Capital Project Request	\$20,115,000
Per Capita Cost:	\$23,944		
Population Type:	Male minimum security facility		

Facility Staffing

	Funded (FY2022)	Filled (1/31/2022)	Vacant	Vacancy Rate
Correctional Officers	217	146	71	32.7%
Sergeants	43	40	3	7.5%
Lieutenants	18	16	2	11.1%
Shift Supervisors	7	5	2	28.5%
Total All Staff	396	295	101	25.5%



East Moline Facility Summary

- Former mental health center converted to prison in 1960. Some of the buildings date back to the turn of the century.
- Given single perimeter fence, this represents one of the lower security facilities in IDOC.
- Facility is in Quad-Cities metropolitan area with access to professional services staff.
- Population at facility decreasing, leaving excess capacity. This capacity could be used for housing or treatment/office space but would need significantly renovated.
- Large unused industry spaces remain at facility (formerly laundry program).
- Housing Unit 1, which was constructed in 1902 was recently closed due to reduced population and staffing challenges. It had dormitory-style housing and the facility’s visiting room in the basement.
- Housing Unit 2 is a small X-House.
- Housing Units 3 and 4 are small open dormitory E-housing layouts.
- The Administration Building is also home to the Health Care Unit and dormitory housing.
- Dietary is undergoing major renovation project.
- Housing Units 3 & 4 need roof repairs.
- Major capital needs include replacing and improving the fire alarm system throughout the facility, rehabbing the dietary, and replacing roofs on housing units.

East Moline Capital Projects

	Project Number	Estimated Project Cost	Appropriated	Obligated	Expended	Unobligated
Replace Dietary Equipment	120-050-055	\$ 3,929,300	\$ 1,929,300	\$ 222,590	\$ 149,596	\$ 1,706,710
Replace Bridge - Dietary Building	120-050-056	\$ 248,000	\$ 248,000	\$ 247,939	\$ 234,717	\$ 61
Upgrade Fire Alarm System	120-050-058	\$ 4,282,700	\$ 4,282,700	\$ 383,400	\$ 89,560	\$ 3,899,300
Replace Roofing and Upgrade HVAC	120-050-059	\$ 7,782,000	\$ 7,782,000	\$ 745,900	\$ 284,626	\$ 7,036,100
Emergency Install of Temporary	120-050-060	\$ 596,450	\$ 596,450	\$ 596,450	\$ 184,511	\$ -
TOTAL		\$ 16,838,450	\$ 14,838,450	\$ 2,196,279	\$ 943,011	\$ 12,642,171

Recommendations:

- Given location to metropolitan areas, could be location for new secure psychiatric unit or geriatric unit.
- Roofing/Infrastructure Repairs need addressed.

John A. Graham Correctional Center



Operational Rating:	 Partially Meets	FCA Rating:	80
Date Opened:	1980	Total Square Footage:	399,261
Total Acreage:		Deferred Maintenance Needs:	\$62,519,219
Rated Capacity (August 2022):	1,941		
Planned Capacity (after consolidation/repurposing):	-	Annual Maintenance Budget (FY2022):	\$170,000
Population 02/13/2022:	1,259	Estimated Annual Maintenance Needs (\$1.25/sq. ft.):	\$499,076
Per Capita Cost:	\$24,688	FY23 Facility Capital Project Request	\$8,520,000
Population Type:	Male, medium security facility. Reception and Classification Center for County Commits from 45 counties in central part of State.		

Facility Staffing

	Funded (FY2022)	Filled (1/31/2022)	Vacant	Vacancy Rate
Correctional Officers	353	288	65	18.4%
Sergeants	59	44	15	25.4%
Lieutenants	26	21	5	19.2%
Shift Supervisors	8	6	2	25.0%
Total All Staff	605	456	149	24.6%



Graham Facility Summary

- Centralia and Graham Correctional Centers have nearly identical building design, except for the X-house at Graham that was constructed for the Reception and Classification population.
- Most housing units are 100 bed general population, with 4 wings. Dayrooms space is adequate and there is an enclosed officer control center in each. However, there is very limited office space in each unit and no multipurpose space.
- Reception and Classification housing is appropriate in X-House if stay is limited to 30 days or less due to limited out of cell time inside the units. Receives approximately 4,000 annual commitments to IDOC from 45 counties in central Illinois.
- Graham has many incarcerated with mobility impairments requiring wheelchairs.
- Bureau of Identification space is very small for the number of intakes.
- Maintenance has refurbished housing unit control rooms.
- Food Services spaces need repairs/maintenance.
- Facility was built with 2 crisis cells in medical unit. Another 8 cells have been configured in the X-House. Placement of these crisis cells in an active housing unit, with limited separation is problematic.
- With expansion of mental health and medical services within IDOC, the medical unit is undersized as treatment spaces have been converted to office space.
- Additionally, there is a large furniture factor correctional industry space.
- Facility has centralized program spaces spread through several buildings in the center of the footprint. These include education, vocational, recreation and chapel spaces.
- Graham is one of 2 correctional facilities providing dialysis services. This space is cramped and not appropriate for the services provided to the 22 incarcerated individuals.
- Like other facilities, maintenance and storage of paper file systems is overwhelming, taking up considerable space throughout the facility.
- Remote location can make access to professional services difficult.
- Major facility capital request include replacing window/door frames in dietary, upgrading failing coolers/freezers, and resurfacing perimeter road & parking lot.

Graham Capital Projects

	Project Number	Estimated Project Cost	Appropriated	Obligated	Expended	Unobligated
Replace Lock Controls	120-270-041	\$ 407,900	\$ 401,900	\$ 334,450	\$ 32,249	\$ 67,450
Replace Roofing Systems	120-270-042	\$ 2,119,500	\$ 1,867,910	\$ 1,837,501		\$ 30,409
Replace Freezers/Coolers	120-270-043	\$ 3,393,100	\$ 3,333,100	\$ 329,580	\$ 55,140	\$ 3,003,520
TOTAL		\$ 5,920,500	\$ 5,602,910	\$ 2,501,531	\$ 87,389	\$ 3,101,379

Recommendations:

- Address Deferred Maintenance needs.
- Expand treatment/office spaces for mental health.
- Automate manual paper systems. Current storage of paper documents is overwhelming facility.
- Renovate Housing Units to provide additional program/treatment and office space at or near units.

Hill Correctional Center



Operational Rating:	 Partially Meets	FCA Rating:	86
Date Opened:	1986	Total Square Footage:	391,030
Total Acreage:	71	Deferred Maintenance Needs:	\$89,411,539
Rated Capacity (August 2022):	1,734		
Planned Capacity (after consolidation/repurposing):	-	Annual Maintenance Budget (FY2022):	\$155,000
Population 02/14/2022:	1,621	Estimated Annual Maintenance Needs (\$1.25/sq. ft.):	\$488,788
Per Capita Cost:		FY23 Facility Capital Project Request	\$6,230,000
Population Type:	Male, medium security facility.		

Facility Staffing

	Funded (FY2022)	Filled (1/31/2022)	Vacant	Vacancy Rate
Correctional Officers	199	133	66	33.2%
Sergeants	50	45	5	10.0%
Lieutenants	23	19	4	17.4%
Shift Supervisors	7	4	3	42.9%
Total All Staff	383	299	84	21.9%



Hill Facility Summary

- Facility has 3 prototype X-houses. Fourth housing unit is X-house minus one wing.
- X-houses lack office space or program space in units.
- Hill is reported to house a high-medium custody facility.
- The facilities immediate appearance was one of significant deterioration:
 - Locks were failing and facility was in the midst of replacement/repair.
 - Control touchscreens are outdated and being replaced.
 - Many cell doors have rust repair and have not recently been painted. Facility maintenance staff indicated this was due to need to constantly sanitize the doors, and due to the lack of paint or painter on staff. However, other X-house facilities did not have this issue.
 - Roof and gutter leaks
 - Shower in medical covered in mildew, with missing floor and wall tiles.
 - Dietary in poor condition (floors, walls) and much of the equipment is non-functioning.
 - Water leakage was identified in some housing units, that has penetrated the walls.
- Medical Unit is undersized to meet the expanding medical/mental health needs of the population.
- Medical infirmary and single-person space has now become housing for geriatric inmates in long-term care.
- Crisis Cells overflow is located in an R-5 wing with other populations including Restrictive Housing.
- Consistent with similar age facilities, the entrances doors/sidelights to nearly all buildings have rusted through impacting the security and strength.
- Industries building in good condition. Current industry programs are meat processing and juice packaging.
- Major capital request needs include remodel of the dietary areas that are experiencing roof & plumbing leaks, inoperable equipment, and poor temperature control. Additionally, the fire alarm system needs to be repaired to address ongoing sprinkler leaks and many roofs, gutters and downspouts need replaced.

Hill Capital Projects

	Project Number	Estimated Project Cost	Appropriated	Obligated	Expended	Unobligated
Upgrade Touchscreens and Speakers in Housing	120-095-019	\$ 4,005,616	\$ 4,005,616	\$ 3,656,306	\$ 811,910	\$ 349,310

Recommendations:

- Address Deferred Maintenance Needs.
- Paint interiors of facility.
- Relocate crisis cells to more private area, separate from other housing.

Illinois River Correctional Center



Operational Rating:	 Partially Meets	FCA Rating:	81
Date Opened:	1989	Total Square Footage:	428,971
Total Acreage:	100	Deferred Maintenance Needs:	\$73,170,882
Rated Capacity (August 2022):	1,916		
Planned Capacity (after consolidation/repurposing):	-	Annual Maintenance Budget (FY2022):	\$116,309
Population 02/13/2022:	1,621	Estimated Annual Maintenance Needs (\$1.25/sq. ft.):	\$536,214
Per Capita Cost:	\$20,846	FY23 Facility Capital Project Request	\$7,800,000
Population Type:	Male, medium security facility with a special housing unit (R-6).		

Facility Staffing

	Funded (FY2022)	Filled (1/31/2022)	Vacant	Vacancy Rate
Correctional Officers	255	197	58	22.7%
Sergeants	57	46	11	19.3%
Lieutenants	30	25	5	16.7%
Shift Supervisors	8	8	0	0%
Total All Staff	466	379	87	18.7%



Illinois River Facility Summary						
<ul style="list-style-type: none"> • When opened Housing Unit R-6 was designed for witness protection housing. • Prototypical X-Houses lack multipurpose/office/treatment spaces. • Entry doors deteriorating for nearly all buildings. • R-6 unit is designated as maximum security and has 59 cells and program spaces. Currently is also location for regional training. • With expansion of mental health and medical services within IDOC, the medical unit is undersized as treatment spaces have been converted to office space. • Infirmary beds are being taken with permanently housed incarcerated individuals. • Lack of space for counseling staff • Lack of space for facility records. • Correctional Industries program used to be a full service bakery, providing bread, sweet goods, and other baked items to IDOC and other state agencies. It was only producing sweet goods during pandemic. • ACA Accredited in 2021. • The facilities FY23 capital request included funding for replacing failing roofs and gutters throughout, replacing original chillers that are not operable, and painting rusting water tower. 						

Illinois River Capital Needs

	Project Number	Estimated Project Cost	Appropriated	Obligated	Expended	Unobligated
Replace Roofing Systems	120-008-018	\$ 9,328,300	\$ 5,528,300	\$ 355,800	\$ 156,320	\$ 5,172,500

Recommendations:

<ul style="list-style-type: none"> • Address Deferred Maintenance Needs. • Given its layout and capacity, as well as unique secure design of R-6, facility should be considered for housing IDOC's female population. • Add program/office spaces to existing housing units.

Jacksonville Correctional Center



Operational Rating:	 Partially Meets	FCA Rating:	84
Date Opened:	1984	Total Square Footage:	170,728
Total Acreage:	70	Deferred Maintenance Needs:	\$22,856,703
Rated Capacity (August 2022):	1,000 (1,600 with Greene County and Pittsfield Work Camps)		
Planned Capacity (after consolidation/repurposing):	-	Annual Maintenance Budget (FY2022):	\$99,000
Population 02/14/2022:	446 (Plus 112 at Pittsfield Work Camp)	Estimated Annual Maintenance Needs (\$1.25/sq. ft.):	\$213,410
Per Capita Cost:	\$33,893	FY23 Facility Capital Project Request	\$7,923,400
Population Type:	Male, minimum security facility.		



Facility Staffing				
	Funded (FY2022)	Filled (1/31/2022)	Vacant	Vacancy Rate
Correctional Officers	280	207	73	26.1%
Sergeants	51	30	21	41.2%
Lieutenants	29	22	7	24.1%
Shift Supervisors	18	13	5	27.8%
Total All Staff	505	367	138	27.3%

Jacksonville Facility Summary

- Compact design and layout
- 5 dormitory style housing units.
- Housing unit design does not provide for good line-of-site into the individual dorm rooms.
- Facility is focusing on providing re-entry services.
- Small, cramped medical unit. Is lack of medical space for professional staff and treatment. Waiting areas are too small. Note: the facility also provides health care services to the work camp.
- Centralized program spaces in recreation building and education/vocational building.
- Major capital requests include expanding the vehicle sallyport, replacing the locking system is original to construction, and expanding dietary to include new coolers and freezers

Jacksonville Capital Projects

	Project Number	Estimated Project Cost	Appropriated	Obligated	Expended	Unobligated
Resurface Parking Lots and Roads	120-125-018	\$ 1,080,000	\$ 1,080,000	\$ 1,030,238	\$ 356,371	\$ 49,762
Replace Locking Systems	120-125-019	\$ 1,650,500	\$ 1,650,500	\$ 154,500	\$ 52,943	\$ 1,496,000
Replace Sallyport Gates	120-125-020	\$ 486,000	\$ 486,000	\$ 58,500	\$ 27,821	\$ 427,500
Emergency Restore Power	120-125-021	\$ 2,380	\$ 2,380	\$ 2,380	\$ 2,380	\$ -
TOTAL		\$ 3,218,880	\$ 3,218,880	\$ 1,245,618	\$ 439,514	\$ 1,973,262

Recommendations:

- Address Deferred Maintenance Needs.
- Expand medical/mental health space to accommodate growing medical/mental health needs of population.

Kewanee Life Skills Re-Entry Center



Operational Rating:	■ Meets	FCA Rating:	92
Date Opened:	2017	Total Square Footage:	227,480
Total Acreage:		Deferred Maintenance Needs:	None listed
Rated Capacity (August 2022):	656		
Planned Capacity (after consolidation/repurposing):	-	Annual Maintenance Budget (FY2022):	\$72,000
Population 02/13/2022:	165	Estimated Annual Maintenance Needs (\$1.25/sq. ft.):	\$284,350
Per Capita Cost:	\$59,539	FY23 Facility Capital Project Request	\$4,508,400
Population Type:	Male, multi-custody security facility focused on re-entry.		



Kewanee Facility Summary							
<ul style="list-style-type: none"> • Facility originally opened in 2001 as a juvenile detention facility. The detention center closed in 2016 and it reopened with a unique mission of preparing incarcerated individuals for return to society. • Currently facility is operating at a portion of its capacity as it ramps up its screening and selection process for those incarcerated individuals who are selected. • Overall facility is well-maintained though there are needs for roof repairs, equipment upgrades and road/parking lot repairs. • Kewanee’s major capital requests include roof replacement on several buildings, replacement of the door control and intercom system and an extension of the maintenance building. 							
Kewanee Capital Projects							
Replace Roofing Systems	120-300-008	\$ 5,178,600	\$ 5,178,600	\$ 4,247,800	\$ 225,823	\$ 930,800	
Recommendations:							
<ul style="list-style-type: none"> • Address Deferred Maintenance Needs. 							

Lawrence Correctional Center



Operational Rating:	 Partially Meets	FCA Rating:	85
Date Opened:	2001	Total Square Footage:	451,555
Total Acreage:	160	Deferred Maintenance Needs:	\$21,120,882
Rated Capacity (August 2022):	1,058		
Planned Capacity (after consolidation/repurposing):	-	Annual Maintenance Budget (FY2022):	\$470,000
Population 02/13/2022:	1,453	Estimated Annual Maintenance Needs (\$1.25/sq. ft.):	\$284,350
Per Capita Cost:	\$20,267	FY23 Facility Capital Project Request	\$4,600,000
Population Type:	Male, minimum security facility.		

Facility Staffing

	Funded (FY2022)	Filled (1/31/2022)	Vacant	Vacancy Rate
Correctional Officers	318	232	86	27.0%
Sergeants	69	58	11	15.9%
Lieutenants	35	30	5	14.3%
Shift Supervisors	9	6	3	33.3%
Total All Staff	540	429	111	20.6%



Lawrence Facility Summary

- Lawrence was constructed as a high medium security facility but is being converted to a maximum security facility.
- Conversion will result in mostly single cells.
- Housing unit layouts provide good sightlines and improved security.
- There is an insufficient amount of space for medical and mental health services.
- Has large segregation unit.
- Major issue for the facility is lack of space for medical/mental health including interview rooms, treatment rooms, crisis cells and office space for professional staff.
- Locking system have been defeated but are being updated.
- Lack of air conditioning in housing unit has created inmate management/behavioral issues.
- Lawrence’s capital request include the need to upgrade the existing locks which are easily manipulated, to install water softeners throughout the facility, and replace the dietary/academic roof.

Lawrence Capital Projects

	Project Number	Estimated Project Cost	Appropriated	Obligated	Expended	Unobligated
Replace Locking and Control Systems	120-295-012	\$ 3,939,200	\$ 3,939,200	\$ 2,603,164	\$ 1,471,898	\$ 1,336,036
Upgrade Bar Screen	120-295-017	\$ 584,600	\$ 584,600	\$ 21,120	\$ 20,115	\$ 563,480
Install Water Softeners	120-295-018	\$ 264,400	\$ 264,400	\$ 42,700	\$ 11,470	\$ 221,700
Emergency Lock Replacement	120-295-021	\$ 8,257,000	\$ 8,257,000	\$ 8,208,217	\$ 6,234,302	\$ 48,783
TOTAL		\$ 13,045,200	\$ 13,045,200	\$ 10,875,201	\$ 7,737,786	\$ 2,169,999

Recommendations:

- Address Deferred Maintenance Needs.
- Expand medical/mental health spaces.
- Provide A/C to housing units.
- Address housing unit security through unit upgrades, door/lock replace.

Lincoln Correctional Center



Operational Rating:	 Partially Meets	FCA Rating:	72
Date Opened:	1984	Total Square Footage:	169,684
Total Acreage:	25	Deferred Maintenance Needs:	\$26,424,144
Rated Capacity (August 2022):	900	Annual Maintenance Budget (FY2022):	\$200,650
Planned Capacity (after consolidation/repurposing):	-	Estimated Annual Maintenance Needs (\$1.25/sq. ft.):	\$284,350
Population 02/13/2022:	730	FY23 Facility Capital Project Request	\$3,192,000
Per Capita Cost:	\$23,609		
Population Type:	Male, minimum security facility.		

Facility Staffing

	Funded (FY2022)	Filled (1/31/2022)	Vacant	Vacancy Rate
Correctional Officers	159	123	36	22.6%
Sergeants	38	22	16	42.1%
Lieutenants	18	15	3	16.7%
Shift Supervisors	7	7	0	0.0%
Total All Staff	309	230	79	25.6%



Lincoln Facility Summary						
<ul style="list-style-type: none"> • Compact design and layout. Built at same time as Jacksonville CC, and similar in design to Taylorville and Robinson Correctional Centers, but without an additional housing unit. • Lincoln Correctional Center is transitioning to a re-entry center. • Housing unit design does not provide for good line-of-site into the individual dorm rooms. • Provides work crews to state buildings in Springfield, Illinois. • As is the case in similar minimum security facilities (Jacksonville, Taylorville, and Robinson), there is a lack of space for medical services in the facility. Medical unit is too small for this population. • Facility has significant disrepair including: <ul style="list-style-type: none"> ○ Roofs/gutter ○ Roads/parking lot ○ Rusting metal doors and frames 						
Lincoln Capital Needs						
	Project Number	Estimated Project Cost	Appropriated	Obligated	Expended	Unobligated
Replace Generators	120-140019	\$ 4,226,900	\$ 4,226,900	\$ 3,860,875	\$ 295,194	\$ 366,025
Construct Bus Pad	120-140-017	\$ 6,030,500	\$ 6,030,500	\$ 5,555,075	\$ 676,077	\$ 475,425
Replace Roofing System and Ventilators	120-140-020	\$ 995,000	\$ 995,000	\$ 446,634	\$ 159,396	\$ 548,366
TOTAL		\$ 11,252,400	\$ 11,252,400	\$ 9,862,584	\$ 1,130,667	\$ 1,389,816
Recommendations:						
<ul style="list-style-type: none"> • Address Deferred Maintenance Needs. • Expand medical/mental health space to accommodate growing medical/mental health needs of population. • Address housing unit security through unit upgrades, door/lock replace. 						

Logan Correctional Center



Operational Rating:	■ Poor	FCA Rating:	61
Date Opened:	1985 (Original facility dates to 1930's)	Total Square Footage:	519,343
Total Acreage:	150	Deferred Maintenance Needs:	\$115,909,573
Rated Capacity (August 2022):	1,064		
Planned Capacity (after consolidation/repurposing):	-	Annual Maintenance Budget (FY2022):	\$195,800
Population 02/13/2022:	931	Estimated Annual Maintenance Needs (\$1.25/sq. ft.):	\$649,179
Per Capita Cost:	\$36,534	FY23 Facility Capital Project Request	
Population Type:	Female, multi-custody facility.		

Facility Staffing

	Funded (FY2022)	Filled (1/31/2022)	Vacant	Vacancy Rate
Correctional Officers	418	348	70	16.7%
Sergeants	71	36	35	49.3%
Lieutenants	41	33	8	19.5%
Shift Supervisors	7	5	2	28.5%
Total All Staff	662	522	140	21.1%



- Logan Facility Summary**
- Multi-custody facility that houses all levels of incarcerated females, provides reception and classification for females committed to IDOC and has a significant mental health and transgender population.
 - Originally opened as the Illinois Asylum for Feeble-Minded Children in 1870's.
 - Was transferred to IDOC in 1978.
 - Was initially a male facility, then coed in 1987, then female only in 2013.
 - Housing unit types vary, with most being original mental health "E-Houses".
 - 8 perimeter towers add to its inefficiency. 6 are staffed around the clock requiring at least 30+ staff.
 - Significant deterioration of the infrastructure.
 - Main power comes from coal fired power plant outside of perimeter and has likely reached its end of life.
 - Most aspects of facility are severely deficient, and need replaced.
 - Housing units are in poor condition and not supportive of rehabilitative environment as most were designed as patient wards and not correctional housing.
 - Overwhelming amount of physical maintenance needs at facility.
 - Has only 4 mast lights which are not enough to illuminate grounds and perimeter.
 - Sewer system is failing.

Logan Capital Projects

	Project Number	Estimated Project Cost	Appropriated	Obligated	Expended	Unobligated
Replace Windows	120-135-063	\$ 4,700,000	\$ 8,108,324	\$ 3,023,443	\$ 2,698,926	\$ 5,084,881
Upgrade Laundry Facility	120-135-066	\$ 205,044	\$ 183,251	\$ 176,531	\$ 123,265	\$ 6,721
Renovate Shower Rooms	120-135-069	\$ 4,370,500	\$ 2,370,500	\$ 2,276,430	\$ 737,527	\$ 94,070
Upgrade Ash Handling System	120-135-070	\$ 2,362,500	\$ 1,672,500	\$ 235,630	\$ 162,119	\$ 1,436,870
Replace Lock Controls in X-house	120-135-071	\$ 347,317	\$ 347,317	\$ 317,392	\$ 29,925	\$ 29,925
Replace Exterior Security Bars and Frame	120-135-072	\$ 1,616,600	\$ 1,616,600	\$ 1,501,784	\$ 1,401,410	\$ 114,816
Construct Walk-In Freezer and Install	120-135-073	\$ 2,870,000	\$ 2,870,000	\$ 1,417,368	\$ 694,704	\$ 1,452,632
Roof Repairs	120-135-076	\$ 269,591	\$ 294,121	\$ 276,911	\$ 246,907	\$ 17,210
Assess and Remediate Mold	120-135-077	\$ 420,200	\$ 420,200	\$ -	\$ -	\$ 420,200
Replace Electrical Loop	120-135-078	\$ 8,302,100	\$ 8,302,100	\$ 7,598,400	\$ 337,786	\$ 703,700
Repair/Replace Roofing on Vocational Building	120-135-080	\$ 27,500	\$ 27,500	\$ 12,670	\$ 12,670	\$ 14,830
Emergency Sewer Assessment and Repairs	120-135-081	\$ 650,000	\$ 200,000	\$ 186,324	\$ 29,862	\$ 13,676
TOTAL		\$ 26,141,352	\$ 26,412,413	\$ 17,022,883	\$ 6,475,100	\$ 9,389,530

- Recommendations:**
- Relocate majority of incarcerated females to another facility
 - Demolish deteriorated buildings.

Menard Correctional Center



Operational Rating:	 Partially Meets	FCA Rating:	87
Date Opened:	1878	Total Square Footage:	1,311,817
Total Acreage:	2,600	Deferred Maintenance Needs:	\$175,850,840
Rated Capacity (August 2022):	2,135		
Planned Capacity (after consolidation/repurposing):	-	Annual Maintenance Budget (FY2022):	\$300,000
Population 02/13/2022:	2,000	Estimated Annual Maintenance Needs (\$1.25/sq. ft.):	\$1,639,771
Per Capita Cost:	37,216	FY23 Facility Capital Project Request	\$72,536,300
Population Type:	Male, maximum security facility.		



Facility Staffing				
	Funded (FY2022)	Filled (1/31/2022)	Vacant	Vacancy Rate
Correctional Officers	634	457	117	18.5%
Sergeants	105	93	12	11.4%
Lieutenants	77	62	15	19.5%
Shift Supervisors	12	9	3	25%
Total All Staff	1,118	834	284	20.9%

Menard Facility Summary

- Nearly 150 year old facility.
- Has been well maintained in recent years.
- Has Minimum Security Unit with August 2022 capacity of 442.
- Serves as male intake for incarcerated individuals committed to IDOC from Illinois’ southern counties. Received approximately 1,100 new admissions in 2021.
- Has a Behavioral Management Unit for those individuals who have a mental health diagnosis and have been disruptive in general population.
- Cellhouses are outdated Auburn Design reflective of correctional philosophy of the 1800’s. North and South cell houses were opened in 1887, East and West were opened in 1930’s. These units are better maintained than similar at Stateville and Pontiac. Will need replaced, but not as significant a priority as Stateville or Pontiac housing.
- Storage of records and paper files is an issue at Menard as it is at other facilities.
- Medical unit is undersized for the population.
- Has programs such as recycling program.
- Menard’s capital request include roof replacement needs, installation of sprinkler/ventilation systems in housing units, replacement of the structurally unsafe (and now empty) administration building, and repair/replacement of the hot water supply system.

Menard Capital Projects

	Project Number	Estimated Project Cost	Appropriated	Obligated	Expended	Unobligated
Replace Plumbing - South Cell House	120-175-133	\$ 6,470,417	\$ 6,470,417	\$ 6,081,294	\$ 5,592,195	\$ 389,122
Replace MSU Locking Control System	120-175-140	\$ 4,162,100	\$ 4,162,100	\$ 1,841,088	\$ 982,525	\$ 2,321,012
Replace Heating and Ventilation Equipment	120-175-141	\$ 1,894,500	\$ 1,494,500	\$ 244,580	\$ 139,647	\$ 1,249,920
Replace General Stores and Kitchen	120-175-143	\$ 24,682,000	\$ 24,682,000	\$ 1,987,400	\$ -	\$ 22,694,600
Upgrade Electrical Distribution System	120-175-144	\$ 21,249,300	\$ 21,249,200	\$ 430,440	\$ 14,207	\$ 20,818,760
Plan and Begin ADA Compliance	120-175-146	\$ 1,000,000	\$ 1,000,000	\$ 104,367	\$ 2,800	\$ 895,633
Emergency Structural Assessment/Repair	120-175-147	\$ 203,000	\$ 203,000	\$ 203,000	\$ 47,069	\$ -
Emergency Boilerhouse Repairs and Upgrade	120-175-148	\$ 603,000	\$ 603,000	\$ 603,000	\$ 228,509	\$ -
Sewer Assessment and Repairs	120-175-149	\$ 19,450	\$ 19,450	\$ 19,450	\$ -	\$ -
TOTAL		\$ 60,283,767	\$ 59,883,667	\$ 11,514,620	\$ 7,006,951	\$ 48,369,047

Recommendations:

- Address Deferred Maintenance Needs.
- Consider replacing existing cell blocks for more modern, functional, and efficient design that has access to program space and staff offices.

Murphysboro Life Skills Re-Entry Center



Operational Rating:	■ Meets	FCA Rating:	87
Date Opened:	2018 (Originally opened in 1997 as Juvenile Bootcamp)	Total Square Footage:	63,508
Total Acreage:	34	Deferred Maintenance Needs:	
Rated Capacity (August 2022):	240		
Planned Capacity (after consolidation/repurposing):	-	Annual Maintenance Budget (FY2022):	\$34,000
Population 02/13/2022:	63	Estimated Annual Maintenance Needs (\$1.25/sq. ft.):	\$79,385
Per Capita Cost:	\$62,194	FY23 Facility Capital Project Request	\$1,500,000
Population Type:	Male, minimum security facility.		

Facility Staffing				
	Funded (FY2022)	Filled (1/31/2022)	Vacant	Vacancy Rate
Correctional Officers	68	46	20	29.4%
Sergeants	8	8	0	0.0%
Lieutenants	6	6	0	0.0%
Shift Supervisors	6	5	1	16.7%
Total All Staff	88	91	-3	-



Murphysboro Facility Summary
<ul style="list-style-type: none">• Facility originally opened in 1997 as juvenile bootcamp. Reopened in April 2018 to support IDOC's focus on re-entry.• Staffing budget in flux as program capacity expands.• Has seven dormitory-style housing rooms that can house up to 42 individuals per room. Allow for direct supervision. Given low population level at time of visit some housing rooms were not in use. j• Most of buildings are under one roof.• Has horticulture program.• Program spaces are appropriate for facility mission and size.• Are some ongoing maintenance needs for this 25 year old facility including upgrading security electronic systems, fire alarm system, and HVAC units.
Murphysboro Capital Projects
None
Recommendations:
<ul style="list-style-type: none">• Address ongoing maintenance needs.

Pinckneyville Correctional Center



Operational Rating:	 Partially Meets	FCA Rating:	
Date Opened:	1998	Total Square Footage:	441,377
Total Acreage:	148	Deferred Maintenance Needs:	\$42,903,683
Rated Capacity (August 2022):	2,077		
Planned Capacity (after consolidation/repurposing):	-	Annual Maintenance Budget (FY2022):	\$210,000
Population 02/13/2022:	1,631	Estimated Annual Maintenance Needs (\$1.25/sq. ft.):	\$551,721
Per Capita Cost:	\$22,401	FY23 Facility Capital Project Request	\$1,850,000
Population Type:	Male, medium security facility.		

Facility Staffing

	Funded (FY2022)	Filled (1/31/2022)	Vacant	Vacancy Rate
Correctional Officers	299	248	51	17.1%
Sergeants	64	58	6	9.4%
Lieutenants	34	28	6	17.6%
Shift Supervisors	12	9	3	25.0%
Total All Staff	537	454	83	15.4%



Pinckneyville Facility Summary

- Is a prototypical X-house facility. With 5 complete X-houses it is largest of X-house facilities in terms of capacity.
- Built to be ADA compliant. Has 64 beds designated for ADA population.
- ACA accredited in 2021.
- As with all X-House units in IDOC, there is a lack of space on the units for programs/staff. All program space is centralized.
- Records storage an issue at facility.
- Dietary in good condition but equipment is beginning to fail.
- Lack of space for expanding mental health staff and treatment, resulting in medical area critical spaces being converted to offices.

Pinckneyville Capital Projects

	Project Number	Estimated Project Cost	Appropriated	Obligated	Expended	Unobligated
Replace Locking and Control Systems	120-201-005	\$ 393,640	\$ 3,936,400	\$ 2,564,157	\$ 2,389,802	\$ 1,372,243
Replace Dietary Floors and Doors	120-201-006	\$ 2,158,039	\$ 2,158,038	\$ 2,125,303	\$ 235,166	\$ 32,735
Emergency Replacement of Bar Screen	120-201-007	\$ 808,400	\$ 808,400	\$ 802,400	\$ 533,460	\$ 6,000
TOTAL		\$ 3,360,079	\$ 6,902,838	\$ 5,491,860	\$ 3,158,429	\$ 1,410,978

Recommendations:

- Address Deferred Maintenance Needs.
- Build space for mental health treatment/staff.

Pontiac Correctional Center



Operational Rating:	■ Does Not Meets	FCA Rating:	66
Date Opened:	1892	Total Square Footage:	897,966
Total Acreage:	700	Deferred Maintenance Needs:	\$284,683,520
Rated Capacity (August 2022):	1,403 (778 Pontiac, 500 MSU, 125 Mental Health)		
Planned Capacity (after consolidation/repurposing):	622	Annual Maintenance Budget (FY2022):	\$222,125
Population 02/13/2022:	964	Estimated Annual Maintenance Needs (\$1.25/sq. ft.):	\$1,122,458
Per Capita Cost:	\$65,879	FY23 Facility Capital Project Request	\$24,410,400 (Not all needs priced into this amount)
Population Type:	Male. Maximum security, with protective custody, restrictive housing, administrative detention, behavior modification and mental health units. Post-consolidation the facility will continue to serve these populations along with a small maximum custody population, and a cadre of medium security inmate workers.		

Facility Staffing

	Funded (FY2022)	Filled (1/31/2022)	Vacant	Vacancy Rate
Correctional Officers	790	410	380	48.1%
Sergeants	76	63	13	17.1%
Lieutenants	61	44	17	27.9%
Shift Supervisors	12	9	3	25%
Total All Staff	1,140	661	479	42.0%



Pontiac Facility Summary

- 2nd Oldest facility in IDOC. North and South Cellhouse constructed in 1892 when facility was State Reformatory for Youth.
- Totals nearly 1 million square feet of space, however, several buildings condemned or shuttered.
- IDOC’s facility consolidation/conversion plan issued in May 2021, directed closure of East and West Cellhouses (687 beds). East/West Cellhouse opened in 1930.
- MSU is most recent addition (opened in late 1970’s) and is outside secure perimeter and is planned for closure.
- In 2000, a gallery of cells in South Cellhouse was converted to a 66-bed, maximum security mental health Unit.
- Prison consists of 78 buildings containing 830,00 square feet and retains 700 acres of adjacent property.
- Buildings are between 130 and 25 years of age with average age of 66 years.
- Facility struggles to maintain a workforce and was operating at 48.1 percent of correctional officer positions vacant and overall, 42.0% of positions unfilled. Closing of the MSU was reportedly driven by lack of sufficient staff.
- Facility design and layout does not support modern correctional operations or goals of the agency.
 - Housing unit design antiquated and dangerous requiring high staff presence.
 - All housing units (except South Cellhouse Mental Health Unit) lack dayrooms, program space or health care service delivery.
 - North/South Cellhouse is oldest in system. Multi-tiered cells are very small and cramped with 58 sq. ft. of space and mix of double or single occupancy.
- Food preparation and dining room recently replaced and modern.
- Medical/Mental Health in 80 year old building has ample treatment space but needs additional office space.
- Facility suffers from poor water quality and antiquated plumbing fixtures.
- Several factors (entries, doorways, cell size, etc.) do not comply with ADA.
- Several factors should be considered regarding continued use of Pontiac:
 - Has 3rd worst facility conditions rating of 66. Several buildings were rated “Poor”.
 - One of 5 facilities rated “Does Not Meet” in Operational Assessment.
 - Has 2nd highest deferred maintenance (\$235 million)
 - Has highest vacancy rate for Correctional Officers (48.1%) and total staff (42%).
 - Cost per inmate to operate is highest in IDOC (\$65,879).
- Pontiac has a significant number of capital needs including replacing plumbing fixtures and faucets in housing, replacing roofs, boilers, water heaters, installing new HVAC in certain locations.

Pontiac Capital Projects

	Project Number	Estimated Project Cost	Appropriated	Obligated	Expended	Unobligated
Renovate Kitchen and Cold Storage	120-200-120	\$ 11,846,809	\$ 11,846,809	\$ 9,868,679	\$ 9,764,725	\$ 1,978,130
Replace Roof, Repair Masonry and Tuckpoint	120-200-122	\$ 6,230,901	\$ 6,160,901	\$ 6,073,607	\$ 5,237,850	\$ 87,294
Assess Boilers	120-200-127	\$ 963,857	\$ 963,857	\$ 963,857	\$ 784,712	\$ -
Emergency Assessment and Repair Roofs	120-200-129	\$ 686,244	\$ 686,244	\$ 686,244	\$ 510,854	\$ -
TOTAL		\$ 19,727,811	\$ 19,657,811	\$ 17,592,387	\$ 16,298,141	\$ 2,065,424

Recommendations:

- Reduce Capacity consistent with IDOC maximum custody bed needs.
- Address Deferred Maintenance Needs relative to final capacity including:
 - Replace Housing Units.
 - Add programming space.
 - Replace/Upgrade Medical building.
 - Limit capacity due to staffing struggles.
 - Add space for mental health staff.
 - Replace/Repair infrastructure issues.

Robinson Correctional Center



Operational Rating:	 Partially Meets	FCA Rating:	81
Date Opened:	1990	Total Square Footage:	201,994
Total Acreage:		Deferred Maintenance Needs:	
Rated Capacity (August 2022):	780		
Planned Capacity (after consolidation/repurposing):		Annual Maintenance Budget (FY2022):	\$175,000
Population 02/13/2022:	649	Estimated Annual Maintenance Needs (\$1.25/sq. ft.):	\$252,493
Per Capita Cost:	\$21,950	FY23 Facility Capital Project Request	\$12,583,800
Population Type:	Male, minimum security facility.		

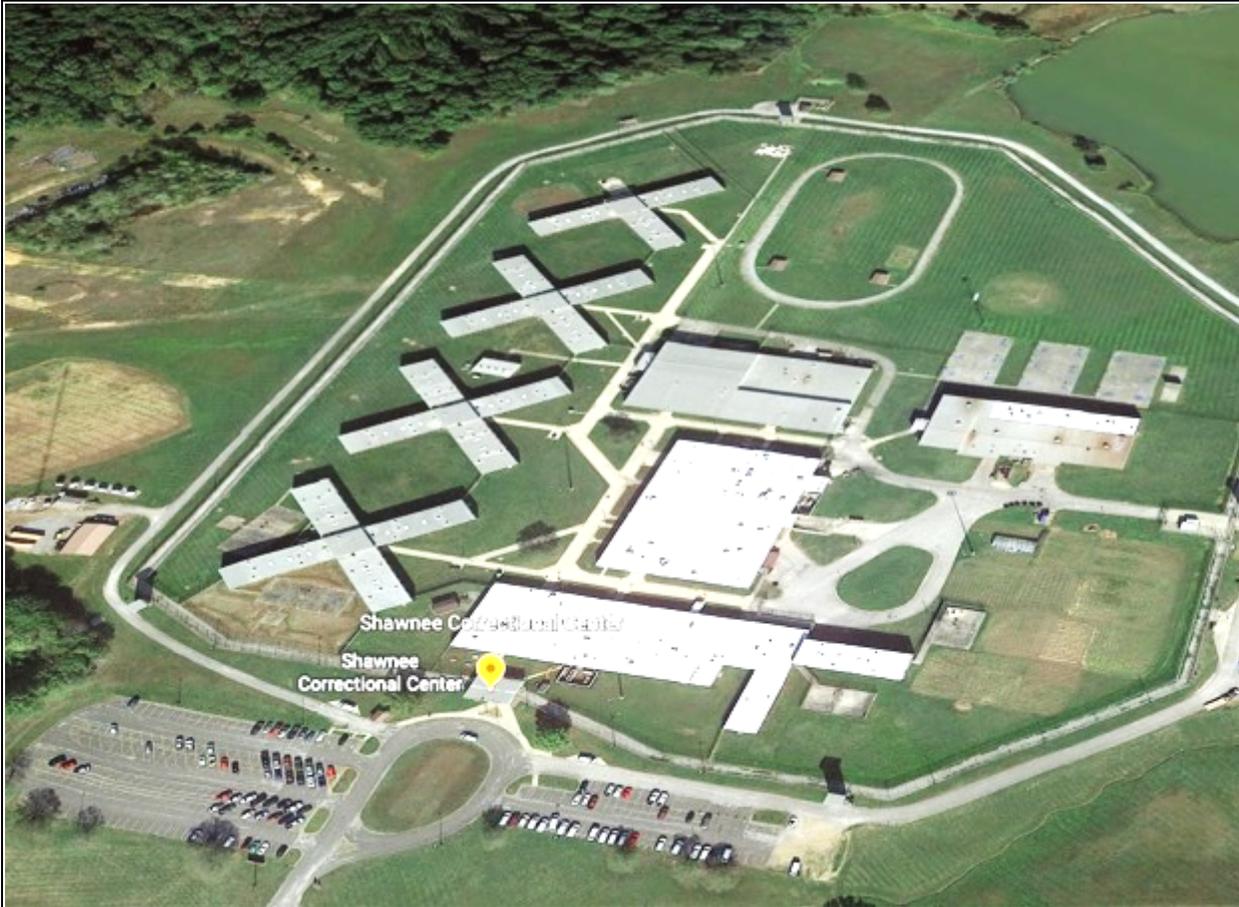
Facility Staffing

	Funded (FY2022)	Filled (1/31/2022)	Vacant	Vacancy Rate
Correctional Officers	153	126	29	19.0%
Sergeants	39	23	16	41.0%
Lieutenants	16	13	3	18.8%
Shift Supervisors	7	4	3	43.0%
Total All Staff	302	237	65	21.5%



Robinson Facility Summary						
<ul style="list-style-type: none"> • Compact design and layout. Built at same time as Taylorville CC, and similar in design to Jacksonville and Lincoln Correctional Centers, but with an additional housing unit. • 6 dormitory style housing units. • Housing unit design does not provide for good line-of-site into the individual dorm rooms. • Facility is focusing on providing re-entry services. • Small, cramped medical unit. Is lack of medical space for professional staff and treatment. Waiting areas are too small. Note: the facility also provides health care services to the work camp. • Centralized program spaces in recreation building and education/vocational building. • Lack of space for expanded clinical staff. • Building entry doors rusting out throughout facility. • Lack of storage for records/supplies • Entrance doors throughout the facility have degraded, creating difficulties securing buildings. • Showers in housing have deteriorated and need major rehab. • Dietary HVAC system is failing. 						
Robinson Capital Projects						
Install Water Softeners	120-205-007	\$ 257,600	\$ 257,600	\$ 43,400	\$ 11,206	\$ 214,200
Recommendations:						
<ul style="list-style-type: none"> • Address Deferred Maintenance Needs. • Expand medical unit to accommodate medical and mental health needs. • Expand programs spaces for clinical staff. 						

Shawnee Correctional Center



Operational Rating:	 Partially Meets	FCA Rating:	83
Date Opened:	1984	Total Square Footage:	371,531
Total Acreage:	60	Deferred Maintenance Needs:	\$63,358,452
Rated Capacity (August 2022):	1,770	Annual Maintenance Budget (FY2022):	\$212,700
Planned Capacity (after consolidation/repurposing):	-	Estimated Annual Maintenance Needs (\$1.25/sq. ft.):	\$464,414
Population 02/13/2022:	1,271	FY23 Facility Capital Project Request	\$9,579,000
Per Capita Cost:	\$20,276		
Population Type:	Male, medium security facility.		



Facility Staffing				
	Funded (FY2022)	Filled (1/31/2022)	Vacant	Vacancy Rate
Correctional Officers	199	163	36	18.1%
Sergeants	52	47	5	9.6%
Lieutenants	21	19	3	7.9%
Shift Supervisors	7	5	2	28.6%
Total All Staff	384	315	69	18.0%

- Shawnee Facility Summary**
- Shawnee has prototypical X-House housing units and a single T-House.
 - Shawnee is immediately adjacent to Vienna Correctional Center.
 - Housing unit design lacks needed office space or adjacent program space requiring additional escort staffing.
 - With expansion of mental health and medical services within IDOC, the medical unit is undersized as treatment spaces have been converted to office space.
 - Facility has centralized program spaces in the form a large multipurpose building and correctional industries building.
 - Dietary floors heavily worn a need replaced.
 - Facility has been maintained as well as possible given funding limitations.
 - Large industry building for metal fabrication (beds, bunks, window louvres, etc.)
 - Housing unit windows have deteriorated to point where must use plastic and duct tape in winter months. Creates issues providing proper heat.
 - Water heaters/heat exchanges in housing units are original and have developed leaks and deteriorated.

Shawnee Capital Projects

	Project Number	Estimated Project Cost	Appropriated	Obligated	Expended	Unobligated
Replace Roofing Systems	120-255-025	\$ 3,484,941	\$ 3,484,941	\$ 2,422,526	\$ 2,372,989	\$ 1,062,415
Emergency Chiller Replacement	120-255-027	\$ 356,546	\$ 461,057	\$ 459,702	\$ 418,719	\$ 1,355
Repair Replace Roofs	120-255-028	\$ 5,176,479	\$ 5,176,479	\$ 5,176,478	\$ 1,362,121	\$ 1
Replace Water Heaters	120-255-029	\$ 1,584,700	\$ 1,584,700	\$ 137,400	\$ -	\$ 1,447,300
Emergency Slider Door Control Panel	120-255-030	\$ 139,600	\$ 139,600	\$ 139,600	\$ -	\$ -
TOTAL		\$ 10,742,266	\$ 10,846,777	\$ 8,335,706	\$ 4,153,828	\$ 2,511,071

- Recommendations:**
- Address Deferred Maintenance Needs.
 - Construct space to accommodate expanding mental health/medical needs.

Sheridan Correctional Center



Operational Rating:	 Partially Meets	FCA Rating:	86
Date Opened:	1973 (Originally opened in 1941 as juvenile facility)	Total Square Footage:	548,419
Total Acreage:	80	Deferred Maintenance Needs:	\$95,339,739
Rated Capacity (August 2022):	1,961 (1,477 treatment, 484 GP)		
Planned Capacity (after consolidation/repurposing):	-	Annual Maintenance Budget (FY2022):	\$180,000
Population 02/13/2022:	934	Estimated Annual Maintenance Needs (\$1.25/sq. ft.):	\$685,524
Per Capita Cost:	\$30,585	FY23 Facility Capital Project Request	\$7,679,400 (Not all needs priced into this amount)
Population Type:	Male, medium security facility.		

Facility Staffing

	Funded (FY2022)	Filled (1/31/2022)	Vacant	Vacancy Rate
Correctional Officers	276	197	79	28.6%
Sergeants	50	37	13	26.0%
Lieutenants	23	21	2	8.7%
Shift Supervisors	7	4	3	42.9%
Total All Staff	485	367	118	24.3%



Sheridan Facility Summary						
<ul style="list-style-type: none"> Sheridan Correctional Center has gone through several transformation since it was constructed. Originally opened as juvenile facility in 1941. Converted to adult facility in 1973. Closed in 2002 before reopening as a substance abuse treatment facility in 2004. Today, it primary serves as a facility dedicated to substance use disorder treatment and represents the largest therapeutic environment in IDOC. Sheridan has a variety of housing unit designs from the 1940's, 1950's, 1990's and the latest in 2005 (X-House). 3 housing units were vacant during our site visit. The X-House at Sheridan is an updated design from other male medium custody IDOC facilities, with more office and program space on the unit. The expansion of mental health in the agency has resulted in lack of office and treatment space in Sheridan. Sheridan has attempted to address through converting cells to office spaces. Additional space is needed to accommodate substance use disorder treatment. Many of the housing units need serious upgrade. A strong facility maintenance department has done its best to keep units operational. Parking lots, perimeter roads, and walkways were seriously damaged and hazards to drive and for pedestrians. Dietary needs major repairs to roofs, floors, and equipment. Facility is spread out over 80 acres inside the secure perimeter creating sightline and supervision issues. Major needs include replacing the backup generator, chillers, circulating pumps and controls. The generator is inoperative, leaving facility with no backup power. Chillers only running at partial capacity and controls are inoperable. 						
Sheridan Capital Projects						
	Project Number	Estimated Project Cost	Appropriated	Obligated	Expended	Unobligated
Replace Generator	120-215-068	\$ 2,320,200	\$ 2,320,200	\$ 303,200	\$ 145,475	\$ 2,017,000
Replace Roofing System - Tac Barn	120-215-070	\$ 436,100	\$ 270,100	\$ 31,600	\$ 8,919	\$ 238,500
TOTAL		\$ 2,756,300	\$ 2,590,300	\$ 334,800	\$ 154,394	\$ 2,255,500
Recommendations:						
<ul style="list-style-type: none"> Address Deferred Maintenance Needs. Consider repurposing vacant housing units to a mental health administration/support. 						

Southwestern Illinois Correctional Center



Operational Rating:	 Partially Meets	FCA Rating:	85
Date Opened:	1995	Total Square Footage:	156,480
Total Acreage:		Deferred Maintenance Needs:	\$20,558,516
Rated Capacity (August 2022):	718 (610 at main facility, 108 at work camp)		
Planned Capacity (after consolidation/repurposing):	-	Annual Maintenance Budget (FY2022):	\$50,000
Population 02/13/2022:	179	Estimated Annual Maintenance Needs (\$1.25/sq. ft.):	\$195,600
Per Capita Cost:	\$48,343	FY23 Facility Capital Project Request	\$2,600,000
Population Type:	Male, minimum security facility.		

Facility Staffing				
	Funded (FY2022)	Filled (1/31/2022)	Vacant	Vacancy Rate
Correctional Officers	144	111	33	22.9%
Sergeants	37	21	16	43.2%
Lieutenants	15	11	4	26.7%
Shift Supervisors	7	3	4	57.1%
Total All Staff	280	200	80	28.6%



Southwestern Illinois Facility Summary

- Southwestern Illinois CC was formerly the East St Louis Assumption High School.
- The perimeter includes the main facility and work camp.
- During our site visit the population was very low (98), partially due to impact of COVID on IDOC’s overall population. The work camp was closed.
- One-third of population is in treatment, 1/3 in school and 1/3 in work assignments.
- Facility has single fence.
- Converting high school to correctional facility results in some problematic designs that negatively impact operations and create security issues:
 - Housing units are unusual shape which impacts line of sight and increases staffing needs.
 - Many blind corridors/sight-line issues throughout facility.
 - Very small and poorly designed medical unit.
 - Lack of space for clinical services staff and small records office
 - Facility lacks cameras for remote surveillance.
 - Recreation yard is small and along road front which increases contraband potential.
 - A modular building is in use for treatment and classroom spaces.
- Capital needs include replacing inoperable fire alarm systems, and air handling units.

Southwestern Illinois Capital Projects

	Project Number	Estimated Project Cost	Appropriated	Obligated	Expended	Unobligated
Renovate Restrooms, Shower & Heating	120-021-014	\$ 7,210,900	\$ 4,710,900	\$ 79,900	\$ 77,824	\$ 4,631,000
Upgrade Fire Alarm and CCTV Systems	120-021-015	\$ 1,860,900	\$ 1,860,900	\$ 181,900	\$ 1,679,000	\$ 1,679,000
TOTAL		\$ 9,071,800	\$ 6,571,800	\$ 261,800	\$ 1,756,824	\$ 6,310,000

Recommendations:

- Address Deferred Maintenance Needs.
- Seek expansion of medical area.

Stateville Correctional Center & NRC



Operational Rating:	Original Facility ■ Does Not Meet	FCA Rating: (Combined for all Facilities)	57
	NRC ■ Meets		
Date Opened:	1924 - Original Facility – 2004 - Northern Reception Center/MSU	Total Square Footage:	1,494,626
Total Acreage:		Deferred Maintenance Needs:	\$285,651,054
Rated Capacity (August 2022):	862 - Original Facility – 1,754 – NRC 192 - MSU		
Planned Capacity (after consolidation/repurposing):	892 – Original Facility 1,754 – NRC 192 - MSU	Annual Maintenance Budget (FY2022):	\$377,428
Population 02/13/2022:	994 – Original Facility 1.277 -NRC	Estimated Annual Maintenance Needs (\$1.25/sq. ft.):	\$1,868,283
Per Capita Cost:	\$45,260 (Original/NRC/MSU combined)	FY23 Facility Capital Project Request	
Population Type:	Original Facility – Male Multi-Custody Northern RC – Male and Female Intake plus MSU		

Facility Staffing

	Funded (FY2022)	Filled (1/31/2022)	Vacant	Vacancy Rate
Correctional Officers	904	578	326	36.1%
Sergeants	107	89	18	16.8%
Lieutenants	85	73	12	14.1%
Shift Supervisors	15	11	4	26.7%
Total All Staff	1,425	996	429	30.1%



- **Original Facility**
 - Original facility is 3rd oldest in IDOC, opening in 1925. It served as a maximum security facility during all its operation until recently.
 - Agency consolidation plan envisions Stateville as a multi-custody facility with emphasis on reentry.
 - Original Facility has several closed or condemned spaces including remaining round house (F), I House, G Dorm, and H House.
 - Facility design, layout and condition does not support modern correctional practices or goals of the agency.
 - There is ample space for programs, but most is in poor condition and a good distance from housing.
 - Housing is very poor, with nearly-100 year old B Unit (Quarterhouse) serving as the main housing. B Unit is reflective of the 1900’s correctional philosophy with cramped cells, lining 6 open tiers. There is no dayroom space and limited private shower spaces. Ability to maintain a constant environmental temperature is limited due to large windows and antiquated HVAC systems. Cells do not generally meet ACA space standards.
 - The X-house, even with proposed renovation is not suitable for revised mission of the facility.
 - Electrical service throughout is inadequate for inmate needs.
 - The last remaining Round House (F House) has been recently vacated.
 - Dietary food preparation area is poorly designed as it is divided into multiple different rooms complicating security and supervision.
 - Medical/Mental health spaces need significant renovation.
 - Accessibility issues exist across nearly every building on the original facility campus.
 - There is over 300,000 sq. ft of space that could be used for programs (gymnasium, former correctional industries space, theater, education) in the facility including the development of a vocational village. However, significant renovations will be needed to make these spaces suitable for use.
 - There is a lack of office space throughout.
 - Significant visible maintenance/deterioration. Most areas displayed leaks and water penetration, peeling paint, and floors in such poor condition that they could result in injury.
- **Northern Reception and Classification**
 - Serves as primary intake facility for male county jail commits in Illinois.
 - All celled housing units are appropriate for short-time intake stays. However, during pandemic stays were much lengthier and lack of day room, program space, electricity to the cells makes stays beyond 30 unacceptable without opportunities for expanded out-of-cell time.
 - Intake processing area’s design is outstanding and serves as a model for other stages.
 - There is a lack of office space for mental health and medical staff throughout.
 - Given diversion of low-level individuals from prison, facility struggles to keep the minimum security unit filled. On the day of our visit only 106 of 384 beds were filled.

Stateville/NRC Capital Projects

	Project Number	Estimated Project Cost	Appropriated	Obligated	Expended	Unobligated
Assess Masonry Piers	120-230-137	\$ 85,100	\$ 85,100	\$ 85,100	\$ 73,434	\$ -
Replace Roofing System - Rotunda	120-230-138	\$ 3,007,400	\$ 3,007,400	\$ 253,331	\$ 209,331	\$ 2,754,069
Demolish Buildings	120-230-139	\$ 4,412,500	\$ 4,412,500	\$ 130,603	\$ 98,968	\$ 4,281,897
Provide ADA Romp Specifications and Construction	120-230-140	\$ 24,835	\$ 24,835	\$ 24,835	\$ -	\$ -
Assess and Repair/Replace Roofing System	120-230-141	\$ 2,100,000	\$ 100,000	\$ 100,000		\$ -
TOTAL		\$ 9,629,835	\$ 7,629,835	\$ 593,869	\$ 381,733	\$ 7,035,966

Recommendations:

- Consider as site for IDOC secure mental health unit and/or geriatric unit.
- Replace all housing in original facility with more appropriate design for population type.
- Demolish closed condemned buildings.
- Pilot conversion of vacant Correctional Industries spaces to vocational village to prepare incarcerated for re-entry.
- Renovate support buildings as needed.
- Address Deferred Maintenance Needs.
- Consider repurposing one of housing units to a medical/mental health administration/housing.
- Address housing unit security through unit upgrades, door/lock replace.

Taylorville Correctional Center



Operational Rating:	 Partially Meets	FCA Rating:	86
Date Opened:	1990	Total Square Footage:	204,341
Total Acreage:		Deferred Maintenance Needs:	\$20,925,872
Rated Capacity (August 2022):	1,180		
Planned Capacity (after consolidation/repurposing):	-	Annual Maintenance Budget (FY2022):	\$54,990
Population 02/13/2022:	679	Estimated Annual Maintenance Needs (\$1.25/sq. ft.):	\$255,426
Per Capita Cost:	\$25,590	FY23 Facility Capital Project Request	\$2,470,000
Population Type:	Male, minimum security facility.		

Facility Staffing				
	Funded (FY2022)	Filled (1/31/2022)	Vacant	Vacancy Rate
Correctional Officers	162	140	22	13.6%
Sergeants	40	36	4	10.0%
Lieutenants	17	15	2	11.8%
Shift Supervisors	7	5	2	28.6%
Total All Staff	317	266	51	16.1%

Taylorville Facility Summary



- Compact design and layout. Built at same time as Robinson CC, and similar in design to Jacksonville and Lincoln Correctional Centers, but with an additional housing unit.
- 6 dormitory style housing units.
- Housing unit design does not provide for good line-of-site into the individual dorm rooms.
- Previously was IDOC’s gang-free prison.
- Facility’s mission has changed to focusing on sex offender treatment for male minimum custody incarcerated individuals.
- Average age is 47 increasing medical needs of population.
- Small, undersized medical unit for this size population. Is lack of medical space for professional staff and treatment. Waiting areas are too small.
- Centralized program spaces in recreation building and education/vocational building.
- Lack of space for expanded clinical staff.
- Lack of storage for records/supplies
- Capital needs include upgrading BAS and fire alarm systems, installing new doors and frames to entrances, resurfacing roadways, and parking lots.

Taylorville Capital Projects

Upgrade Building Automation System	120-225-010	\$ 5,256,700	\$ 3,456,700	\$ 389,700	\$ 45,920	\$ 3,067,000
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Recommendations:

- Address Deferred Maintenance Needs.
- Expand existing medical unit to accommodate growing medical/mental health needs.
- Address housing unit security through unit upgrades, door/lock replace.

Vandalia Correctional Center



Operational Rating:	■ Does Not Meet		FCA Rating:	76
Date Opened:	1921 – Main 1997 – North Zone		Total Square Footage:	495,163
Total Acreage:	1,520		Deferred Maintenance Needs:	\$72908,099
Rated Capacity (August 2022):	932			
Planned Capacity (after consolidation/repurposing):	-		Annual Maintenance Budget (FY2022):	\$141,925
Population 02/13/2022:	402		Estimated Annual Maintenance Needs (\$1.25/sq. ft.):	\$618,954
Per Capita Cost:	\$27,522		FY23 Facility Capital Project Request	\$2,675,000
Population Type:	Male, minimum security facility.			

Facility Staffing				
	Funded (FY2022)	Filled (1/31/2022)	Vacant	Vacancy Rate
Correctional Officers	225	159	66	29.3%
Sergeants	47	32	15	31.9%
Lieutenants	23	19	4	17.4%
Shift Supervisors	7	6	1	14.3%
Total All Staff	428	321	107	25.0%



<p>Vandalia Facility Summary</p>
<ul style="list-style-type: none"> • Vandalia is comprised of 2 campuses – Vandalia Main and Vandalia North Zone. • Vandalia North Zone was built as a work camp and previously known as Vandalia Work Camp. • The facility dates back to a time when prisons had large farms for inmate labor to grow food and produce. • There are a significant number of buildings on inventory (116), and many reflect the agricultural nature of the facility when it opened (barns, shed, grain bins, etc.) • Vandalia lacks appropriate spaces for medical and mental health services and support space for associated staff. • When opened in 1965 was a unique minimum security facility. Did not have perimeter fence at that time but was later added. • Vandalia Main and Vandalia North Zone are separated by a fencing, requiring individuals exit the secure perimeter of one when moving to the secure perimeter of the other. • There are 11 housing unit in Vandalia Main, most of which opened in the 1930’s. • Vandalia Main has significant ADA concerns in its units, and other support buildings. • The medical unit does not appear to be accessible. • Correctional industries programs included milk pasteurization, meat processing and recycling services. These programs were spread across campus in several buildings. • Visiting is conducted in an old hog barn that has been converted several years ago. The space does not have visitor restrooms so visitors must return to the gatehouse and then be rescreened to get back into visiting. • North Zone’s housing units are comparable to those dormitory-style units found at Taylorville and Robinson CCs. • If scored alone, Vandalia North Zone’s operational assessment score would be a “Partially Meets”, however, Vandalia Main’s poor condition, high level of deferred maintenance and poor design result in a “Does Not Meet Score”. • As with many other IDOC facilities, Vandalia struggles with the lack of adequate storage space for paper files/records. • Major capital needs include tuckpointing several buildings to ensure structural integrity, replacing leaking roofs.
<p>Vandalia Capital Projects</p>
<p>None</p>
<p>Recommendations:</p>
<ul style="list-style-type: none"> • Address Deferred Maintenance Needs. • Replace and expand medical/mental health spaces. • Consider extending fence line between Main and North Zone to allow for more efficient movement between facilities.

Vienna Correctional Center



Operational Rating:	 Partially Meets	FCA Rating:	81
Date Opened:	1965	Total Square Footage:	542,912
Total Acreage:	3,500	Deferred Maintenance Needs:	\$103,604,155
Rated Capacity (August 2022):	1,050		
Planned Capacity (after consolidation/repurposing):	776 (Reported)	Annual Maintenance Budget (FY2022):	\$268,936
Population 02/13/2022:	379	Estimated Annual Maintenance Needs (\$1.25/sq. ft.):	\$678,640
Per Capita Cost:	\$31,718	FY23 Facility Capital Project Request	\$20,360,000
Population Type:	Male, minimum security facility.		

Facility Staffing

	Funded (FY2022)	Filled (1/31/2022)	Vacant	Vacancy Rate
Correctional Officers	230	171	59	25.7%
Sergeants	39	37	2	5.1%
Lieutenants	27	25	2	7.4%
Shift Supervisors	12	7	5	41.7%
Total All Staff	433	349	87	13.4%



Vienna Facility Summary						
<ul style="list-style-type: none"> • When opened in 1965 was a unique minimum security facility. Did not have perimeter fence at that time but was later added. • Was first facility accredited by the American Correctional Association (ACA) in 1979. Is not currently accredited. • Vienna is parent facility for Dixon Springs Impact Incarceration Program. Dixon Springs was closed in 2021. • Significant amount of acreage outside secure perimeter. Dixon Springs had a capacity of 352 beds. • Facility Housing units have poor site lines, lack door controls and security surveillance. Dayroom and activity spaces in housing units are limited. Cell doors are wood construction and only lockable from inside by incarcerated population. • Medical unit design is poor and not supportive of a therapeutic environment. • Building 19 houses special needs/special management population as well as the medical unit. Dormitory style rooms with no toilet or shower facilities, requiring individuals be escorted to toilets/showers in adjacent spaces. Also lacks activity spaces. • Building 19 is a significant distance away (approximately 200 yards) from all other housing units, program spaces, dining, and administration, complicating the delivery of services to the building including medical. design lacks needed office space or adjacent program space requiring additional escort staffing. • Dietary physical plant in poor condition with structural wall cracks and tile floor that has deteriorated. • Vocational spaces including the former correctional industry spaces are ample and could suit a variety of future uses. • Major capital needs include dietary renovation/upgrade, replacing underground electrical loops that have caused instances of power loss to facility, and pump replacement. 						
Vienna Capital Projects						
	Project Number	Estimated Project Cost	Appropriated	Obligated	Expended	Unobligated
Upgrade Sewer Treatment Facility	120-245-075	\$ 1,550,873	\$ 1,550,873	\$ 1,421,539	\$ 623,689	\$ 129,334
Replace Roofing Systems and Other Improvements	120-245-077	\$ 1,695,700	\$ 1,689,800	\$ 118,600	\$ 73,990	\$ 1,571,200
Repair Baghouse and Replace Boiler	120-245-078	\$ 4,580,490	\$ 580,490	\$ 541,450	\$ 230,592	\$ 39,040
Upgrade Main Electrical Distribution System	120-245-079	\$ 14,244,700	\$ 9,444,700	\$ 1,194,100	\$ 294,947	\$ 8,250,600
Demolish Buildings	120-245-080	\$ 3,220,500	\$ 3,220,500	\$ -	\$ -	\$ 3,220,500
TOTAL		\$ 25,292,263	\$ 16,486,363	\$ 3,275,689	\$ 1,223,217	\$ 13,210,674
Recommendations:						
<ul style="list-style-type: none"> • Address Deferred Maintenance Needs. • Consider repurposing one of housing units to a medical/mental health administration/housing. • Address housing unit security through unit upgrades, door/lock replace. 						

Western Illinois Correctional Center



Operational Rating:	<div style="background-color: yellow; width: 20px; height: 20px; margin: 0 auto;"></div> Partially Meets	FCA Rating:	<div style="background-color: yellow; border-radius: 50%; width: 20px; height: 20px; display: flex; align-items: center; justify-content: center;">85</div>	
Date Opened:	1989	Total Square Footage:	417,204	
Total Acreage:	92	Deferred Maintenance Needs:	\$77,706,601	
Rated Capacity (August 2022):	1,894 (Additional 150 beds at Clayton Work Camp)			
Planned Capacity (after consolidation/repurposing):	-	Annual Maintenance Budget (FY2022):	\$180,000	
Population 02/13/2022:	1,456	Estimated Annual Maintenance Needs (\$1.25/sq. ft.):	\$521,505	
Per Capita Cost:	\$24,657	FY23 Facility Capital Project Request	\$2,598,000	
Population Type:	Male, medium security facility.			

Facility Staffing

	Funded (FY2022)	Filled (1/31/2022)	Vacant	Vacancy Rate
Correctional Officers	244	200	44	18.0%
Sergeants	57	49	8	14.0%
Lieutenants	32	26	6	18.6%
Shift Supervisors	13	12	1	7.7%
Total All Staff	459	391	68	14.8%

Western Illinois Facility Summary

- Western Illinois has 4 prototypical X-House housing units.
- Is parent facility to Clayton Work Camp which is 17 miles to the east.
- As with other X-house facilities, housing unit design lacks needed office space or adjacent program space requiring additional escort staffing. Facility is attempting to implement unit management but struggle with lack of office space in housing units.
- With expansion of mental health and medical services within IDOC, the medical unit is undersized as treatment spaces have been converted to office space.



- Facility has centralized program spaces in the form a large program building and correctional industries building.
- Dietary is in process of major renovation/improvement.
- Facility has been maintained as well as possible given funding limitations.
- Large industry building for meat processing has been closed due to ongoing investigation.
- Major capital needs include replacing water heaters and circulators in housing, repairing roads/parking lot, renovating showers throughout facility.

Western Illinois Capital Projects

	Project Number	Estimated Project Cost	Appropriated	Obligated	Expended	Unobligated
Upgrade Dietary Equipment at Illinois River	120-007-016	\$ 12,220,000	\$ 635,000	\$ 140,600	\$ 41,532	\$ 494,400
Replace Fire Alarm and Lock Controls	120-007-017	\$ 4,661,600	\$ 4,661,600	\$ 3,780,400	\$ 399,970	\$ 881,200
Replace Cooling Tower and Refrig. Equipment	120-007-018	\$ 1,983,100	\$ 1,983,100	\$ 1,625,194	\$ 1,264,954	\$ 357,906
TOTAL		\$ 18,864,700	\$ 7,279,700	\$ 5,546,194	\$ 1,706,456	\$ 1,733,506

Recommendations:

- Address Deferred Maintenance Needs.
- Construct space to accommodate expanding mental health/medical needs.

MAJOR SYSTEM NEEDS

The previous chapter, along with the individual facility conditions, identifies the operations and needs of each facility. When these individual pieces are combined into an aggregate view of the entire agency, it provides a clear picture of major facility needs required for IDOC to achieve its mission and goals. The following represents the major agency space needs that will drive our master plan recommendations.

- Increase/Improve Mental Health Spaces
- Expand Program Spaces
- Increase Medical Spaces
- Consolidate/Improve Geriatric Housing
- Upgrade Stateville for Its New Mission
- Improve Facilities for Female Population

Increase/Improve Mental Health Spaces: Across the agency there is a visible need to improve the housing, treatment, and support spaces for the mental health population. Nearly every correctional system in the US, including state, local, and federal detention facilities have been required to adapt to an increasing number of incarcerated individuals with mental health needs. Most systems now quote a mental health population that represents 30 to 40 percent of their total incarcerated population. In April 2022, 43 percent of IDOC's incarcerated population was on a mental health caseload. Fourteen percent were designated as having a serious mental illness (SMI). To be designated as an SMI, an individual must have a combination of diagnosis or significant signs and symptoms of mental disorder, and an impaired level of functioning determined by mental health professionals in IDOC.

The Rasha Settlement Agreement along with IDOC's own initiatives directly changed how those with mental health needs are housed, monitored, and treated. It resulted in a dramatic increase in the number of mental health professionals needed to provide appropriate services to this population, expanded residential treatment units in the agency, and included the construction of specialized treatment facilities.

Our observations found IDOC's physical plants remain insufficient for the mental health population. Specifically:

- **Housing and Treatment:** Housing and treatment spaces for those with mental health needs is insufficient and/or inappropriate in some circumstances. IDOC's facilities were never designed to manage the growing number of incarcerated with mental health needs. As a result, it has had to convert space designed for other purposes (including office space, medical space, and program space) for use as treatment/counseling areas, and staff offices. In many cases, staff are resultingly crammed into spaces that provide little privacy for interaction with the incarcerated. Program spaces are also a good distance from living units and from staff offices, requiring additional security escorts to move the incarcerated population. We also found the converted X-House used in the Dixon Psychiatric Unit to be inappropriate for

housing IDOC's most seriously mentally ill population. This unit lacks program and office space.

- **Crisis Housing:** In compliance with litigation, IDOC expanded the number of cells for temporarily housing those individuals in mental health crisis. Given funding limitations, they often converted existing cells in living units that housed other types of population (general population, intake, restrictive housing). This has placed these individuals in crisis in sight and sound of other inmates, thus complicating their treatment and creating the potential for interaction that may not be beneficial to their outcomes. There is a need to develop crisis cells in a more appropriate locations, especially in the male X-house facilities.

Expand Space for Programming: If just looking at the square footage, IDOC facilities have a significant amount of program space. Even Stateville has 200,000 square feet of unused space formerly reserved for correctional industries. However, much of this space is in poor condition or a significant distance away from housing. This is especially true in maximum security and the prototypical X-House facilities. Modern correctional centers are now constructed with multi-use program space as part of each housing unit, in addition to an ample amount of office space. Having in-house program spaces improves efficiency and reduces security staffing needs by reducing the amount of escort and supervision needed outside of housing. Office spaces on unit provide the population with nearly immediate access to mental health professionals, case managers, and unit management staff, allowing them to get their needs/concerns addressed before they can fester.

Increase/Improve Medical Space: Over the past decade, the expectations for standards of medical care in correctional facilities have greatly increased, through both increased societal expectations and litigation. This has increased the need for on-site staff and enhanced service levels. Combined with the addition of mental health staff, many who are using medical space as offices, IDOC medical areas have become cramped and undersized. In many instances this can be rectified by developing purpose-built space to relocate the additional mental health professionals, thus freeing up the converted medical spaces for their original intended uses. However, many of the facilities, especially those prototypical minimum security facilities (Lincoln, Jacksonville, Taylorville, and Robinson) have medical units too small to meet their needs and should be expanded.

Consolidated Geriatric Housing: As is found outside of prisons, the needs of geriatric individuals are found to be significantly higher than the younger population. Health issues, general mobility issues and hearing loss make finding suitable housing within a prison difficult and often cause this classification of offenders to be more vulnerable in general population. In addition, the annual per capita cost is much higher for incarcerated geriatrics. In IDOC there is no centralized housing for aging inmates, and a significant number of aging/mobility assisted individuals are housed at Dixon Correctional Center. However, many, especially those requiring long-term or near end-of-life care are occupying medical infirmary at correctional facilities across the state. IDOC tracks a category of individuals who are in some form of permanent housing due to physical health. During calendar year 2021 the number individuals with health issues in permanent housing averaged 113. IDOC needs a centralized

geriatric unit to provide housing and specialized skilled service to those incarcerated individuals needing assisted living, dementia care and hospice care.

Update Stateville to Meet Its New Mission: Given its age, condition, and outdated design, any use of Stateville Correctional Center in the future of IDOC is challenging. The agency issued a May 2021 Facility Consolidation/Conversion Overview that set forth a plan to reduce the overall agency expenses to the taxpayers. This plan identified that “Stateville will begin the transition to convert from a maximum-security facility to a multi-level re-entry facility...”. This plan is consistent with IDOC strategic plan that creates an incentive-based system that will assist incarcerated individuals in making successful use of their time in prison. A majority of those incarcerated come from the Chicago metropolitan area, but there were previously few no lower custody beds in that locale, only the maximum security Stateville and Pontiac prisons. The treatment-focused Sheridan CC is nearly an hour away. Therefore, as individuals positively progressed through the correctional system they were moved farther away from their residence and their family to medium and minimum security prisons in Central and Southern Illinois. This reduced their ability for in-person contact with family and loved ones, which studies have shown to be highly correlated with an individual’s chances for success upon release. It also established a factor that is a disincentive to positive improvement during their incarceration.

There are a number of significant improvements that must be undertaken to establish a positive environment for re-entry programming at Stateville. This includes improving living units and providing access to vocational and work-skill programs.

Improve Female Facilities: Our review found the existing Logan Correctional Center to be inefficient, ineffective, and unsuitable for any population. The aging coal-fired power system, molding housing units, and facility layout all work in opposition to the mission and goals of the facility. IDOC should find a more suitable location for housing its incarcerated women.

MASTER PLAN RECOMMENDATIONS

This chapter presents the recommended prioritized Master Plan Options for the Illinois Department of Corrections. The intent of the Master Plan is to provide a roadmap for IDOC facility improvements that will allow it to better meet its mission and strategic plan, and that updates facilities in a manner that improves safety and security and allows for implementation of modern correctional practices.

Given the level of deferred maintenance in IDOC, and the scope of need that exists, it would be fiscally impossible to provide a recommendation that addresses every physical plant issue in IDOC. Therefore, these recommendations reflect priorities where resources should be directed.

- Address Deferred Maintenance Backlog
- Replace Secure Psychiatric Unit
- Build Geriatric Unit
- Add Mental Health Treatment/Staff Spaces across IDOC
- Replace Stateville Housing
- Address Women's Facility Needs
- Renovate/Develop Re-Entry Vocational Space at Stateville
- Add Program space at existing Medium Security prisons.
- Reduce Pontiac Capacity

Recommendation: Address Deferred Maintenance Backlog

Without significant progress in addressing existing deferred maintenance, the deterioration of IDOC physical plant will cascade, impacting its ability to safely manage its facilities and meet its goals. At nearly every correctional facility, IDOC's mission and goals as well as safety and security are negatively impacted by its worsening conditions. For example, at Stateville CC, vacant correctional industries spaces, that could be a prime location for vocational programming, have deteriorated to the point where their building condition rating is in the red reflecting severe degradation and significant repair needs. At Dixon Correctional Center the deteriorating roofs are being addressed slowly, but much of the Northwest Cluster of housing units have roof leaks resulting in water intrusion into interior ceilings and walls.

Underlying any correctional system's ability to meet its mission and goal is its ability to create an environment where staff and inmates can be successful. A poorly maintained correctional facility can create security and safety issues for staff and inmates, as well as a work environment that is detrimental to good performance. Deteriorating security fences and fence detection systems can increase the potential for escapes. Leaking roofs can create health hazards of mold and mildew and may render some spaces inappropriate for usage. In all, a correctional system that does not promptly address serious physical plant issues presents to its staff and inmates a lack of concern for the environment they must work and live in. This ultimately hinders safety and security and their ability to implement meaningful change. The following provides our recommendations concerning addressing the deferred maintenance backlog:

- IDOC in conjunction with the State of Illinois should evaluate IDOC's deferred maintenance list and make decisions regarding what vacant buildings should remain and which should be demolished. Our review of the deferred maintenance list found it includes maintenance for buildings that have been vacated and no longer in use. If the agency determines they have no future use for those buildings, then funding for demolition should be granted.
- IDOC should prioritize the needs of their current buildings. First IDOC should determine what buildings it needs for its future, then prioritize funding to repair/maintain those buildings. This will be exceedingly difficult given only one IDOC staff person is dedicated to overseeing capital project needs of the agency, and the agency must rely on the Capital Development Board for guidance regarding prioritization, etc. We believe that IDOC should have a team of at least 2 additional capital programs staff to assist with understanding the needs of individual facilities and prioritizing those needs across the department. This would improve planning for the agency and relieve workload off the Capital Development Board.
- Funding: Within 5 years, IDOC's current \$2.5 billion deferred maintenance backlog will double, if left unaddressed. By 2027 this potential 5 billion dollar backlog will mean an agency already swamped with physical plant issues, will experience double those issues. Critical housing and programs buildings will need to be pulled offline for



repairs and renovation, further complicating the ability to manage the system. Funding must be increased to begin reducing the backlog.



Recommendation: Replace Dixon Secure Psychiatric Unit

The Dixon Psychiatric Unit (DPU) does not effectively support the treatment and supervision of IDOC’s most difficult to manage and vulnerable population. As previously noted, the DPU’s X-House design is nearly identical to the facilities IDOC opened in the 1980’s and 1990’s to house general population, medium security incarcerated males. This unit should be replaced with a purpose-built design that provides appropriate housing for a severe mental health population along with adequate treatment and staff space in a design that creates a supportive environment.

The unit currently has 213 beds that would be replaced with more appropriate housing, and added program and treatment spaces, as well as on-unit offices for mental health and support staff. We estimate approximately 80,000 square feet of space will be needed to accommodate a 215 bed facility. Approximate space sizes would include:

Exhibit 33: Estimated Space Needs – New Secure Psychiatric Unit

Space Classification	Approximate Space Needs (Square Feet)
Psychiatric Administration/Support	10,000
Program/Treatment Spaces	11,000
Medical Support Areas	5,000
Housing	54,000
Total Estimated Size	80,000

Location Options: Given the need to recruit and retain mental health professionals, IDOC has options for where the new Secure Psychiatric Unit could be located. We note cost estimates for building the new unit will vary by location. Location options are:

- Option: Remain at Dixon Correctional Center:
- Option: Move to Stateville Correctional Center
- Option: Move to Danville Correctional Center
- Option: Move to East Moline Correctional Center

Stateville, Danville, and East Moline were chosen as options due to their proximity to major metropolitan areas or university hospital systems where mental health professionals could be sourced.

The following pages identify the potential location options, footprint, and cost of these options. For each of these recommendations we identified potential changes in operational costs.

Option: Build New Secure Psychiatric Unit at Dixon Correctional Center**Estimated Total Cost (in today's dollars): \$68,563,736**

Considerations for Placement at Dixon CC: The primary consideration for placement at Dixon Correctional Center is whether its location there would negatively impact its ability to recruit and retain mental health professionals and other support staff. In total there are nearly 80 mental health professionals at Dixon CC. The facility is remote and 80 miles from the closest metropolitan area (Quad Cities) and a similar distance to the Chicago suburbs. It has experienced difficulty in recruiting professional staff for its existing services.

Secondly, constructing the new unit at Dixon would allow for a better continuum of services between the secure psychiatric unit and the Dixon's Special Treatment Unit population. If the secure psychiatric unit is moved to another facility, the coordination of care could be negatively affected, and the outcomes of those under treatment could suffer. Additionally splitting the secure psychiatric unit from other mental health services provided at Dixon could require some duplication of services, reducing overall efficiency.

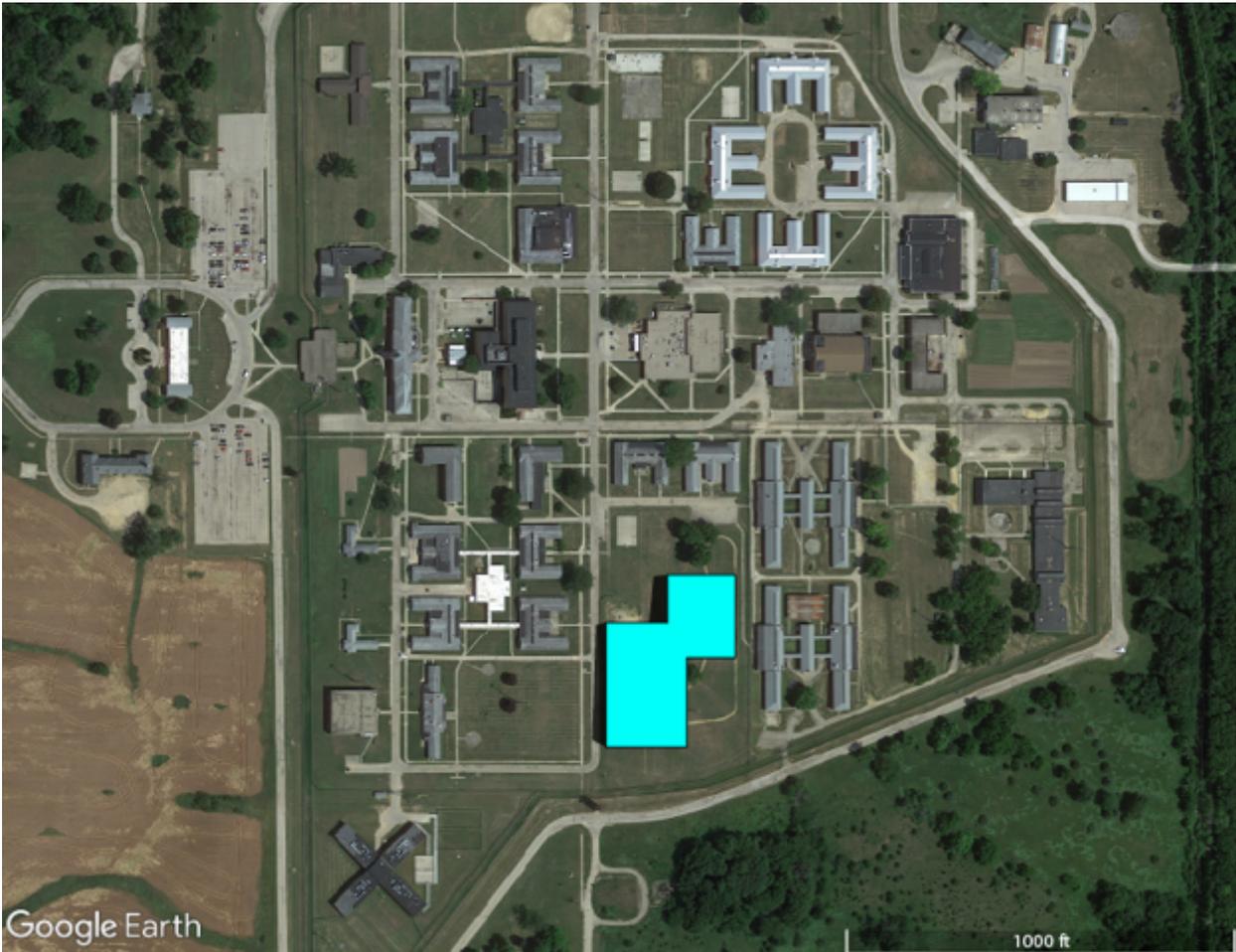
Finally, given the availability of empty land within the secure perimeter, the new secure unit could be co-located with a new Geriatric Unit and be able to share services.

The image below presents a potential footprint of a Secure Psychiatric Unit co-located with a new geriatric unit at Dixon CC. Dixon's significant acreage within its secure perimeter allows for placement of both without need to demolish existing buildings.

Operational Cost Assessment: Replacing the existing Secure Psychiatric Unit at Dixon will result in some operational savings related to security staffing and initial maintenance costs. While the replacement facility will be more energy efficient, its larger footprint will drive higher utility costs.

- **Security staffing:** The existing unit requires significant staff escorts to programs and services. Escort positions could be reduced if a full-service unit is constructed that has adjacent program and service spaces. We estimate a reduction in 4-7 full-time equivalent correctional officer positions.
- **Utility costs:** FY21 utility costs (natural gas and electricity) was \$1.68/sq. ft. This means the existing unit would have an annual cost of \$63,373 (37,722 sq. ft x \$1.68). The new unit would be more efficient but have a larger footprint (80,000 sq. ft). If the new facility were 25 percent more efficient, its annual utility costs would be \$100,800.
- **Maintenance costs:** Annual maintenance costs for the new facility would be significantly less than the existing. At an estimated need of \$1.25/sq. ft, the current unit needs \$47,152 annually. In the first 5 years existing equipment warranties and good conditions would result in little maintenance estimated at \$15,000 annually.

Exhibit 34: Potential Secure Psychiatric/Geriatric Units at Dixon



Option: Relocate Secure Psychiatric Unit to Stateville Correctional Center**Estimated Total Cost (in today's dollars): \$72,271,582**

Another option would be to locate the new Secure Psychiatric Unit at Stateville Correctional Center. Stateville has a significant space within its secure perimeter to accommodate this structure. Additionally, there are several vacated buildings within the perimeter that could be demolished to provide additional siting options.

The cost estimate for constructing the unit at Stateville is higher than Dixon, given local construction costs.

Considerations for Placement at Stateville CC: Placement at Stateville CC would allow access to mental health professionals from the Chicago metropolitan area, with the assumption that this would improve recruitment/retention of those key staff compared to prisons located in more remote portions of the State.

This option would necessitate the separation of the of the secure psychiatric unit from Dixon's Special Treatment Center and that could impact the continuum of care and overall efficiency of IDOC mental health services.

Stateville also has enough land inside the perimeter for co-location of the new secure unit with a new Geriatric Unit which could bring about some sharing of services.

Exhibit 35: Potential Site for Secure Psychiatric Unit and Geriatric Unit at Stateville



Option: Relocate Secure Psychiatric Unit to Danville Correctional Center**Estimated Total Cost (in today's dollars): \$62,593,475**

A third option would be to locate the new Secure Psychiatric Unit at Danville Correctional Center. Danville is 45 minutes east of the University of Illinois.

The cost estimate for constructing the unit at lower than at Stateville or Dixon, given local construction costs.

Considerations for Placement at Danville: Placement at Danville would allow access to mental health professionals and services from the University of Illinois which is 45 minutes to the west. This could enhance recruitment/retention of those key staff compared to prisons located in more remote areas of the State.

As with the Stateville option, this option would necessitate the separation of the secure psychiatric unit from Dixon's Special Treatment Center and could impact the continuum of care and overall efficiency of IDOC mental health services.

Danville has enough vacant acreage inside the secure perimeter for a stand-alone Secure Psychiatric Unit. It would necessitate elimination of a large portion of the recreation yard. There is not enough area inside the perimeter to co-locate the Secure Psychiatric Unit and a new Geriatric Unit.

Exhibit 36: Potential Site for Secure Psychiatric Unit at Danville



Option: Relocate Secure Psychiatric Unit to East Moline Correctional Center**Estimated Total Cost: \$58,634,249 (in today's dollars)**

A fourth option would be to locate the new Secure Psychiatric Unit at East Moline Correctional Center.

The cost estimate for constructing the unit at East Moline is the lowest of all options, given current local build costs.

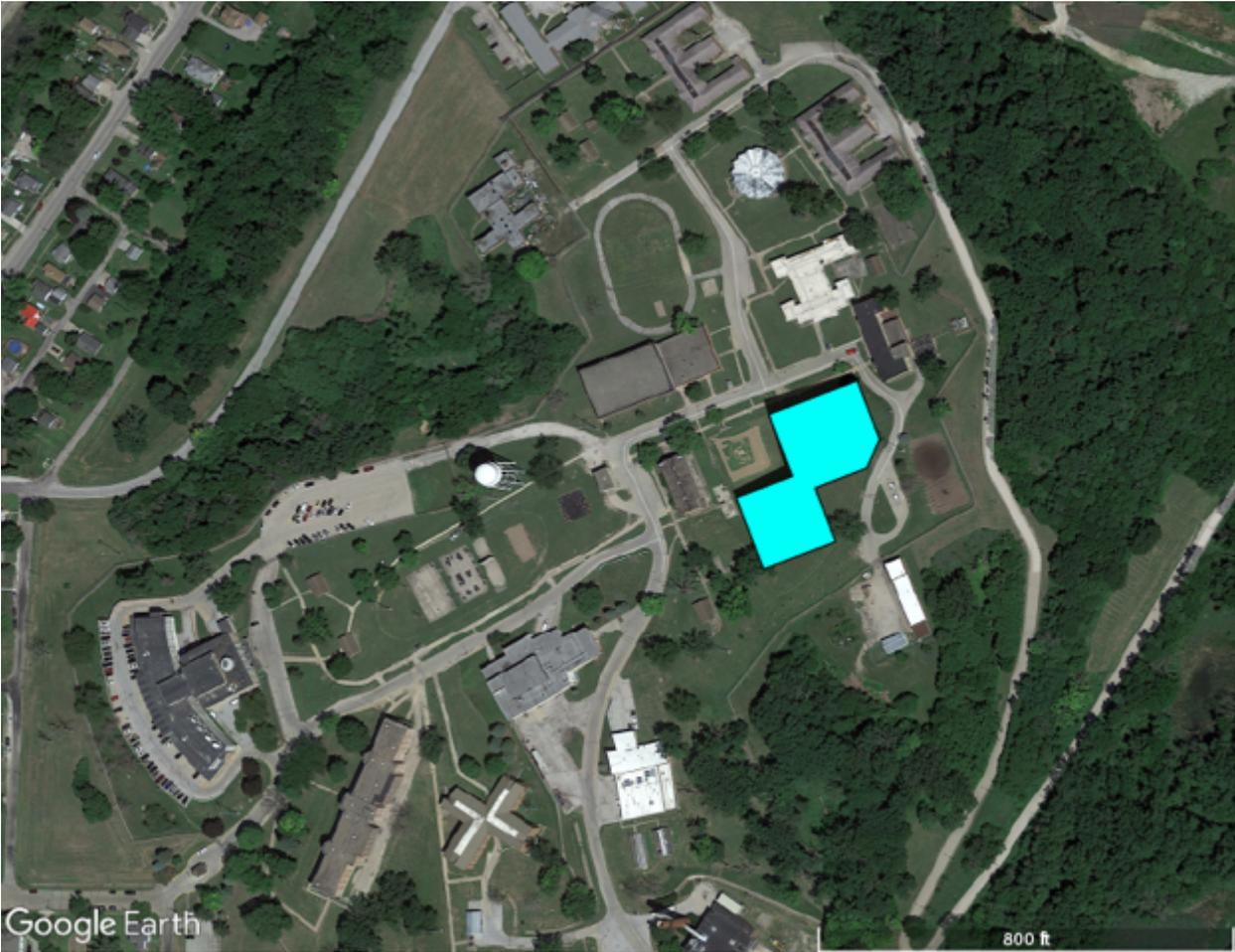
Considerations for Placement at East Moline: Placement at East Moline would allow access to mental health professionals and services from the Quad Cities. Additionally, the facility is 70 miles from the Iowa City, which has a significant presence of medical/mental health providers from which to recruit.

As with the Stateville and Danville options, this option would necessitate the separation of the secure psychiatric unit from Dixon's Special Treatment Center and could impact the continuum of care and overall efficiency of IDOC mental health services.

Siting the unit at East Moline would also be more complicated than the other options. The topography of the facility is hilly which could affect movement across the facility for those with mobility impairments. Additionally, vacant acreage inside the perimeter is limited. Unless demolition of other structures occurs, the only option would be to place the unit on one of the recreation yards.

There is not enough vacant area inside East Moline's perimeter to co-locate both the Secure Psychiatric Unit and the new Geriatric Unit.

Exhibit 37: Potential Site for Secure Psychiatric Unit and Geriatric Unit at East Moline



Recommendation: Construct Geriatric Unit

IDOC should construct a centralized geriatric unit to provide specialized services to those incarcerated individuals needing assisted living, dementia, and hospice care.



IDOC has several location options for this facility including Dixon, Stateville, East Moline and Danville. As noted earlier, the Geriatric Unit could be co-located at the same facility as the secure psychiatric unit at Dixon and Stateville.

Approximate space sizes would include:

Exhibit 38: Geriatric Unit Space Estimate

Space Classification	Approximate Space Needs (Square Feet)
Geriatric Admin/Support	7,000
Program/Treatment Spaces	5,000
Hospice Care Housing	8,000
Assisted Living/Dementia Housing	55,000
Total Estimated Size	75,000

Estimated Total Cost (in today’s dollars): Cost estimates vary based on location.

- Stateville CC: \$66,834,386
- Dixon CC: \$63,405,491
- Danville CC: 57,884,390
- East Moline CC: 54,223,028

Considerations: An additional option would be Decatur Correctional Center, if IDOC adopted the later recommendation to move all incarcerated women to a male medium custody X-house facility, then Decatur would be vacated. Decatur’s layout and design is for a patient population so it could be converted. Estimated conversion cost would be under \$10 million.

Operational Cost Assessment: Constructing a Geriatric Unit will have operational cost implications.

- Security staffing: the following assumptions drive security staffing needs:
 - 200 bed facility, with 4 pods of 50 beds.
 - Each pod is staffed with 1 correctional officer on the 1st and second shifts. On the 3rd shift there are 2 correctional officers supervising the 4 pods.
 - There is a movement/control officer on each shift.
 - There is a Sergeant assigned to the unit on all shifts.
 - The shift relief factor is 1.90.
 - The result is 12 correctional officer posts requiring 24.7 FTEs and 3 Sergeant posts requiring 5.7 FTEs.
- Nurse staffing would be 1 RN and 1 LPN for every 2 pods. Total RN's needed = 11.4. Total LPN's needed – 11.4. Additionally, a supervising nurse would be needed.
- Maintenance costs: In the first 5 years existing equipment warranties and good conditions would result in little maintenance estimated at \$12,000 - \$15,000 annually.
- Utility costs: FY21 utility costs (natural gas and electricity) for Dixon Correctional Center was \$1.68/sq. ft. The new unit would be more efficient than existing structures at Dixon. Given its estimated square footage (75,000) the annual utility cost is estimated at \$94,500.

Recommendation: Add Mental Health Treatment/Staff Spaces across IDOC

The lack of appropriate space for mental health professionals and mental health treatment is a substantial concern and impedes IDOC's abilities to meet its operational goals. The department's existing facilities were never built to manage the size of the existing mental health caseload or provide office and treatment space. The result has been that IDOC has had to make do with whatever space it could find, even at the detriment of other services. As noted, many health care units were packed with staff and valuable exam rooms, x-ray rooms and other areas had been converted to mental health offices.

Independent from this study, IDOC has been developing a plan for additional mental health space through a project commissioned with Ross and Baruzzini. The recommendations that resulted from this separate project include:

- **Dixon** – Replace or Renovate existing Medical Unit, Develop 44 office/workspaces and staff support areas for mental health staff.
- **Pontiac** – Expand Mental Health Department (on existing floor). Develop 52 office/workspaces and staff support areas.
- **Stateville NRC** – Expand Mental Health Department (new building). Add 16 mental health office/workspaces and support areas.
- **Hill** - Building Addition that will provide 17 office/workspaces and support areas.
- **Illinois River** - Building Addition that will add 12 offices/workspaces and support areas.
- **Pinckneyville** – New Freestanding Building with 27 offices/workspaces, 4 group rooms, 10 crisis cells and support areas.
- **Big Muddy** - New Freestanding Building with 28 offices/workspaces, 4 group rooms, 10 crisis cells and support areas.
- **Danville** - New Freestanding Building with 6 offices/workspaces, 1 group room, and support areas.
- **Taylorville**- Building Addition that adds 12 offices/workspaces, 2 Exam Rooms, 2 Tele-Health Exam Rooms, 2 Crisis cells and support areas.
- **Graham** - Building Addition that has 15 office/workspaces, 4 groups rooms, 2 Tele-Psych Rooms and support areas
- **Shawnee** - - New Freestanding Building with 5 offices/workspaces, 1 group room, 2 Tele-Psych rooms, 2 Exam/Interview Rooms, and support areas.

In total this study calls for nearly 200 additional offices and workspaces in IDOC facilities.

No cost estimate has been provided for these changes given this study is being conducted independent from the Master Plan.

We agree with the recommendations listed, but also endorse IDOC consider the following:



- Expand the medical units at Lincoln, Jacksonville, and Robinson. These medical units are nearly identical to Taylorville’s existing medical unit and are similarly undersized.
- Build permanent spaces. Many of the Ross and Baruzzini recommendations are for temporary (modular) buildings for mental health staff. We recommend permanent structures be built.
- Crisis Cells: The study had some recommendations for a few new crisis cells. However, we found the location of most of the crisis cells in the male X-house facilities to be inappropriate. We recommend crisis cells be more suitably built, with proper separation from other incarcerated populations.

Recommendation: Replace Stateville Housing

The Quarterhouse and X-House at Stateville are not suitable for any 21st century correctional center. The Quarterhouse particularly has a design developed during the penitentiary period of the 1800's. As a result, it has little space for out-of-cell time, no program space or office space (other than converted cells). It is very staff intensive to manage and has an estimated \$12 million in immediate structural repairs that are needed. As Stateville transitions to a multi-custody facility that prepares individuals for re-entry into society, these housing units stand in the way of being able to successfully make this transition.



New housing units should be built that provide dayroom space, ample cell size, and office space for counselors and support staff. The units should be built with adjacent programs and recreation space, that allow for more efficient operations and reduce staffing needs. This would help create a positive environment for staff and inmates that would support Stateville's new mission.

Recommendation: Construct housing for 700 new beds in Stateville.

Estimated Total Cost (in today's dollars): \$72,404,983

Considerations: Stateville has significant space within its perimeter, especially if vacant buildings are demolished. We suggest the unit be sited near program/vocational space. If IDOC proceeds with CGL's recommendation regarding redeveloping the vacant correctional industries space as a vocational village, then the new housing should be adjacent.

Operational Cost Assessment: Replacing housing at Stateville will result in operational savings.

- Security staffing: the following assumptions drive security staffing needs:
 - 700 beds replaced.
 - 3 housing units, 2 with 256 beds each, 3rd with 188 beds
 - 256 bed units have 4, 64 bed pods.
 - 188 bed unit has 2, 64 bed pods and 1 60 bed pod.
 - Each pod has 1 correctional officer post on 1st and 2nd shift. The 3rd shift shares a correctional officer between 2 pods.
 - 1 Sergeant post is established for each housing unit.
 - 2 rover/escort posts are present on 1st and 2nd shift, while 1 is present on 3rd shift.
 - Total correctional officer posts = 33, Total Sergeant Posts = 3



- Correctional officer FTE needs (with 1.90 shift relief factor) = 62.7
 - Sergeant FTE needs = 5.7
- Maintenance costs: In the first 5 years existing equipment warranties and good conditions would result in little maintenance estimated at \$15,000 - \$20,000 annually.
- Utility costs: FY21 utility costs (natural gas and electricity) for Stateville Correctional Center was \$0.98/sq. ft. The new unit would be more efficient than existing structures at. Given its estimated square footage (80,000) the annual utility cost is estimated at \$55,662 (\$0.70/sq ft. x 80,000 sq. ft.).

Recommendation: Address Women's Facility Needs

Logan Correctional Center should be closed or substantially renovated. The conditions, layout and design is not conducive to a security, nor does it establish an environment that is support of IDOC's goals.

By 2027, IDOC will need nearly 1,500 beds to manage its female population. There are two options that exist to address this issue:

- Renovate the existing facility: This is likely not a feasible option as nearly every building needs major renovation, as evidenced by the deferred maintenance level of nearly \$116 million. Additionally, its infrastructure would need to be replaced, creating additional costs.
- Relocate the female population: The most effective option is to relocate the female population from Logan to one of the male medium X-House facilities. This opportunity exists due to the projected excess capacity of male minimum custody beds in the system. For example, with limited renovation Illinois River Correctional Center in Canton or Danville Correctional Center could well serve as a female facility. In terms of facility design, Illinois River may be the better option as it has the special management housing unit that could be used to house maximum custody females. Additionally, the capacities of both facilities (Illinois River – 1,916, Danville – 1,752) is sufficient to accommodate women from both Logan and Decatur Correctional Center. Decatur CC could be converted for other use.

If Illinois River Correctional Center were selected for incarcerated females, some renovation and new construction would be needed to convert/develop spaces needed to support the population. Our assumptions include the following:

- 3,000 square feet of renovated housing unit space to meet the needs of female population.
- 6,000 square feet of additional space added onto existing housing (1,500 square feet addition per housing unit)
- 14,000 square feet of new space for vocational/education/training/reentry programming.

Estimated Total Cost (in today's dollars): \$12,245,842

Recommendation: Develop Vocational Space at Stateville

Consistent with its new mission to be a multi-custody re-entry facility, we recommend vacant space at Stateville be renovated to develop a vocational village. The vocational village will provide both classroom and hands-on skills to the soon-to-be release population that will improve their outcomes.

The 205,000 square foot industries building is now vacant, and in need of significant maintenance/repairs or demolition. We recommend IDOC pilot renovation of 50,000 square feet of this building to develop vocational programs and training spaces. Real-world employment skills could be provided in job markets that are high demand.



Estimated Total Cost: \$32,628,747 (in today's dollars)

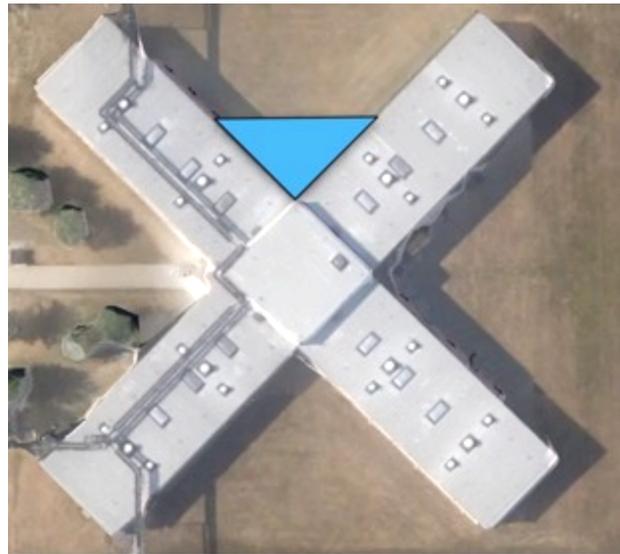
Recommendation: Add Program Space at Medium Security Facilities

Between 1984 and 1998, IDOC opened six male medium custody correctional facilities. All these facilities have similar designs, and their housing units are nearly identical X-House layouts. While these units have a secure design/layout, IDOC has struggled with the fact they were built with only two office spaces and are absent any program spaces. In some cases, facilities have converted cells in the X-houses to offices or small group rooms. However, this has limited success due to a lack of security/privacy for staff in those offices.

Additional space (1,500 sq ft.) could be added to three X-Houses at each facility (Danville, Big Muddy, Western Illinois, Illinois River, Pinckneyville, and Hill). This would provide needed office space for counselors, unit managers, as well as a medical exam room and multi-purpose classroom.

Estimated Cost (in today’s dollars):
Assuming these spaces are added onto 3 X-Houses, the cost range per facility is between \$3.2 – \$3.4 million.

Considerations: This addition to the X-houses would necessitate taking a small number of beds offline to allow for access and line-of-sight into the addition.



Recommendation: Consider Reducing Pontiac's Capacity

Given its age, outdated/inefficient design, extensive physical plant needs, high cost to operate, and difficulty in recruiting and retaining staff, consideration should be given to reducing Pontiac Correctional Center's capacity. During the course of this master planning effort, the population at Pontiac was reduced due to its high staff vacancy rate through the closure of its Medium Security Unit (442 beds). That leaves an August 2022 rated capacity of 778 (which doesn't include its Behavioral Health Unit beds).

The fact is that over the past 10 years, IDOC's population has decreased by nearly 20,000 inmates, a 40 percent drop, creating excess capacity in the system. The COVID-19 pandemic temporarily increased capacity needs, due to the need to have spaces to separate and quarantine individuals. As the pandemic wanes and as the correctional staffing crisis continues, state correctional systems are being forced to reduce capacities at facilities or even close them. For example, in the last three years the Texas Department of Criminal Justice's correctional officer vacancy rate has climbed to over 32 percent (7,600 vacancies) and along with a decreasing population has had to closed 7 correctional facilities. During that same time frame the Florida Department of Corrections, experiencing 5,000 correctional officer vacancies, closed 3 prisons and 21 work camps.

From a purely fiscal standpoint, Pontiac remains the most expensive facility in the state to operate on an annual basis with an annual per capita cost over \$65,000 and has \$235 million in deferred maintenance. Given these issues, and the excess male maximum security capacity in the system, additional capacity could be taken offline. This should improve facility security and allow Pontiac to focus its resources on the remaining population and their service needs.



IDOC MAINTENANCE PRACTICE REVIEW/PRIORITIZATION

As part of the master planning project, CGL was tasked with assessing maintenance operations throughout the IDOC. Specifically required was:

- Identification of best practices regarding maintenance planning and preventive maintenance.
- Improvements to how maintenance contracts are established.
- Recommended changes to agency policies regarding maintenance.
- High-level staffing recommendations
- Technology that can improve maintenance tracking.

Essentially, the goal was to assess the overall maintenance operations of Illinois Department of Corrections (IDOC) facilities and provide recommendations that would improve the operation.

Methodology: To accomplish this, CGL worked with IDOC to identify three correctional facilities for site visits in which CGL's facilities team could meet with the facility maintenance staff and understand their routine operational practices. The facilities assessed were the Graham Correctional Center, Pinckneyville Correctional Center, and Menard Correctional Center. Site visits and interviews were conducted with the Chief Engineer of each facility to review their overall operations which included staffing, use of technology, the work order process, maintenance procedures, and procurement, .

Facilities were visited in September 2022.

Findings:

The following represent the major findings regarding maintenance practices in IDOC.

Outdated Manual Maintenance System: The major issue with IDOC's maintenance process is the lack of a computerized work order/asset management system. The entire work order system in the Illinois Department of Corrections, as well as preventive maintenance is completely a paper flow process that was established over 50 years ago.

Currently a repair need begins with a hand completed work order request (form DOC 0431) that is submitted by a facility employee who has a needed repair/upgrade. This piece of paper represents the single record of that request and based on that it must be scheduled and followed up on by maintenance staff. It is generally forwarded to the maintenance department either through institutional mail or hand carried. Once received in maintenance the facility's Chief Engineer is responsible for ensuring it is logged (either paper log or locally developed logging system) numbered, prioritized, and distributed to the proper craft person for repair. If the applicable maintenance requires additional materials that must be ordered that procurement process must be established by the maintenance department and associated with the paper record.

Once completed, the work order is to be retained and filed in numerical order and include

the amount of labor hours associated with the repair, labor costs for the repair and material costs for the repair as well as the other information including the completion date, hours spent on the repair, location and assigned craft/craftsman. Based on our review, each paperwork order is touched a minimum of four different times before being completed, further complicating the process.

Preventive Maintenance likewise is being implemented through a manual note card/binder system (identified as Master Schedule Routine Cards in IDOC Policy 05.02.129, Master Schedule) for the different pieces of equipment. Staff must regularly review the note card system to determine which systems need preventive maintenance.

This paper process is antiquated and very inefficient. It contributes to delays in repairs and ultimately limits the agency understanding of the conditions of their physical assets. Also, it does not support repair scheduling and tracking and fails to provide IDOC the ability to adequately plan for current and future needs. The paper process hinders any ability to track equipment histories such a cost, labor and parts used. On top of that, it can result in requests being lost or falling through the cracks as workloads expand.

Computerized Maintenance Management Systems (CMMS) have been around since the 1980's and grew in capabilities and importance during the early 2000's. These systems are comprehensive and supply clients with capabilities for scheduling, inventory, work order management, reporting as well as improved building performance, and short-term and long-term capital planning. The many benefits of a CMMS system include:

- **Full Work Order Visibility:** Effective facility maintenance requires systematic work order management and execution. A CMMS supports this by automating the workflow process and providing staff and supervisors with the instant ability to review, prioritize, assign, schedule and track work orders and their associated maintenance tasks. It offers full visibility into both on-going work orders and past work orders, allowing individuals to quickly see their status or understand the nature and duration of past maintenance corrective measures.
- **Automation:** A CMMS system allows for automated scheduling that not only allows the user to schedule the repair/maintenance but to check it against other outstanding work orders assigned to a specific craftsman. The automated system further improves the efficiency and quality of repairs through pre-programmed time, usage or condition-based maintenance triggers that would set off automated alerts to technicians with details such as repair histories, checklists, asset manuals, and more.
- **Full-Featured Reporting:** The existing paper system provides little to no overall reporting, whether it be summaries of time spent on specific types of work orders (roof repair, boiler repair, etc.) nor any insight into whether repair needs are increasing for specific equipment. Analytics from a CMMS system provides reports that extract meaningful performance data that can help pinpoint preventive maintenance needs,

manage key performance indicators, and optimize processes and performance.

- **Reduced Downtime:** Work order and equipment history data (e.g., types of repairs, frequency of repairs and failure causes) can be used to identify trends, eliminate failures, and improve equipment reliability, resulting in reduced equipment downtime.
- **Extend Equipment Life:** CMMS automated features such as preventive maintenance and predictive maintenance can help extend equipment life by automating PM schedules, uncovering equipment failures before they happen and triggering alerts for craftsmen and technicians to take necessary actions. Predictive management in CMMS systems allows for equipment issues to be identified before failure occurs. This approach scans equipment data for performance trends and uses condition-based monitoring to trigger alerts so you can fix issues before they arise.
- **Improved Record Keeping:** IDOC facilities currently rely on paper records or their own internally developed spreadsheets/documents to track and document repairs. In a CMMS system record keeping is made simple and search and filter features allow users to easily view current and historical records as well as upcoming maintenance schedules. Additionally, dashboards and summary reports are easy to generate and provide facility-wide or agency-wide insight into maintenance histories and needs.

Recommendation: IDOC should begin the process to implement a comprehensive CMMS system across the system to improve efficiency, reduce repair and maintenance costs, and extend the life of its facilities.

Lack of Funding for Routine Repair and Maintenance. As noted in an earlier section of this report, the amount each facility is funded annually is insufficient to maintain the correctional facilities. For FY2022, a total of \$4.7 million was provided for all facilities in this study which resulted in annual routine maintenance funding of \$0.36 per square feet. Benchmarks indicate that annual funding should be between \$0.75 and \$1.25 per square foot, depending on age and conditions of the buildings. Given the age and condition of most IDOC facilities, this funding should approach the higher level of the range (\$1.25/sq ft.).

Recommendation: Provide annual repair and maintenance funding commensurate with facility needs.

Complex Procurement Process Delays Needed Repairs: Agencies whose main function includes the housing of individuals, need to be nimble and responsive to critical repair needs. The existing procurement process is cumbersome and time consuming. As reported by IDOC maintenance staff, from the time a part is requested to completion of a repair is generally six to eight weeks. Additionally, historical issues have complicated the ability to find vendors who will provide services and goods to the state. This is partially due to the State's budgetary issues from more than 5 years ago. During that time the State of Illinois went without a complete state budget for FY2016, FY2017, and part of FY2018. This resulted in many



vendors being left unpaid or their payments were delayed for considerable amounts of time. The impact of this budget crisis on competition for goods and services in the State remains and it delays procurement further and likely increases costs.

Procurement Recommendations; The agency should change policy to raise the minimum dollar amount for parts before it needs to go out for competitive bidding. Additionally, spending limits could be raised and modified to set tier limits for approval and dollar amounts.

Lack of Central Office Coordination: Currently, only one individual is assigned to IDOC central office to coordinate and prioritize agency needs. We understand that several years ago IDOC had a robust Capital Programs Unit that was staffed with architects, engineers, and construction managers, responsible for coordinating facility repairs and capital projects. Overtime, a shared services concept was implemented in the State of Illinois, and these responsibilities were absorbed into the Illinois Capital Development Board. While these efforts improve overall efficiency, there remains a need for some local (IDOC) staff to manage, track and prioritize agency capital, repair, and maintenance needs.

Recommendation: We recommend an additional staff person to support the single construction manager in IDOC's central office.

Staffing: IDOC maintenance staff are represented by AFSCME, and they have bargaining unit agreements in place, as well as past practices that govern hours of work, call back, and other features of working in IDOC. Additionally, the contract allows for non-trades staff to promote into some maintenance positions.

We found in our operational site visits, differing interpretations of the job duties/scope of maintenance at several facilities. For example, at Hill Correctional Center and a few others, we were informed they cannot paint due to the lack of a Painter position in maintenance. But at other facilities, maintenance craftsman positions supervise inmate paint crews. These inconsistencies should be addressed across the organization to ensure IDOC doesn't create past practices at one facility that further erode management rights at other facilities.

Additionally, we found other staffing practices that were of concern.

- If a certain skillset is off or on vacation the work, they normally do have to wait until their return.
- There are no set response times for staff during an emergency.

CGL evaluated staffing needs for the maintenance units of each of the three facilities visited. Our recommendation is independent of existing practices and represents best practices in the facilities maintenance industry. We note these positions do not include staff for grounds maintenance nor supervision of the laundry.

Exhibit 39: Recommended Staffing for Menard Correctional Center

Position	FTEs
Facility Manager (Chief Engineer)	1
Chief Mechanical Engineer	3
HVAC Technician Senior	1
HVAC Technician	3
Plumber	2
Steamfitter/	2
Kitchen Technician (& Laundry)	2
Electrician	2
Security Electronics	1
Locksmith	1
General Trades	3
Administrative Assistant	1
Total Staff	22

Exhibit 40: Recommended Staffing for Graham Correctional Center

Position	FTEs
Facility Manager (Chief Engineer)	1
Chief Mechanical Engineer	3
Electrician	2
Kitchen Technician	2
HVAC Technician	2
Security Electronics Technician	2
Plumber	2
Locksmith	1
General Trades	3
Administrative Assistant	1
Total Staff	19



Exhibit 41 : Recommended Staffing for Pinckneyville Correctional Center

Position	FTEs
Facility Manager (Chief Engineer)	1
Chief Mechanical Engineer	1
Electrician	1
Electrician/Security Electronics	1
Plumber	2
HVAC Technician	2
Kitchen/Laundry Technician	1
Locksmith	1
General Trades	3
Administrative Assistant	1
Total	14

Policy Review: CGL reviewed IDOC’s maintenance-related policies and provides the following input. Markup of the specific policies are provided separate from this report.

Energy Conservation Program (05.02.150): We note several areas of concern regarding this policy.

- Policy references a “Capital Programs Unit” several times. This includes the Capital Programs Unit conducting important responsibilities such as energy surveys, maintaining data, and verifying costs. This unit no longer exists and as a result, it appears energy conservation efforts have been hindered.
- Policy requirements appear not to be routinely fulfilled, including review of utility bills and energy usage tracking, and reporting of any significant changes in energy usage in a quarter.
- Per IDOC central office, submission of required forms are not regularly submitted and those that are submitted are not in a consistent format.

Recommendation: There are two recommendations. IDOC can conserve a significant amount of energy should it develop a strategy and provide resources to energy conservation (See Energy Master Plan developed as part of this project). First this will require a statewide energy manager position that collects, tracks, and promotes energy management throughout the agency. Secondly, once an energy manager is in place, this policy should be rewritten to reflect the agencies organization and establish best practice requirements for energy conservation. An example of a more comprehensive energy policy from the Maine Department of Corrections will be provided.

Assignment of Room Numbers (05.02.124): No changes recommended.

Designation of Manholes (05.02.123): No changes recommended.

Plot Plans and Building and Exterior Lighting Numbers (05.02.122): No changes recommended.

Storage of Construction Contract Documents (05.02.121): This policy references plans and specifications be approved by the Capital Development Board or the Capital Programs Unit. Since the unit is no longer in existence, changed to "IDOC Director's designee." Additionally, paper blueprints and specifications deteriorate over time, we recommend documents (including blueprints and as-built drawings) be digitized and stored electronically.

Maintenance of Catalogues and Manuals (05.02.130): Many equipment operational manual are now in digital format. The policy should be revised to allow for the storage of electronic manuals. We note that most CMMS systems, allow for storage of these documents to allow for easy access during repairs.

Master Schedule (05.02.129): This policy outlines a preventive maintenance program for facilities. If a paper PM system exists, this policy, as written, is sufficient. However, we recommend IDOC implement a CMMS system which would require significant changes to this policy that would be consistent with the type of CMMS system implemented.

Work Order System (05.02.128): This policy describes the work order process for facility maintenance. As long as the paper system is in place, this policy is appropriate. However, we recommend IDOC implement a CMMS system which would require significant changes to this policy that would be consistent with the type of CMMS system implemented.

Master Craft/Routine Maintenance/Cycle List (05.02.127): No changes recommended at this time. However, this policy outlines the procedures to regulate routine maintenance inspections. The policy appropriately reflects the needs of the current manual system. It will require revision should the department implement an automated CMMS system.

Equipment Cards (05.02.126): No changes recommended at this time. However, this policy addresses the need to record and maintain all equipment. It is appropriately written to address requirements of the current manual system. However, it will need to be revised should the agency implement an automated CMMS system.

Structure Master Card (05.02.125): No changes recommended at this time. However, this policy addressed the need to establish a Structure Master Card for every IDOC structure. This policy also reflects the current manual record system. If a CMMS system is implemented, this information will be stored electronically, thus necessitating changes in this policy.

General Provisions, Repair, Maintenance and Capital Improvements (02.03.103): This specific policy establishes procedures for the funding for repairs, maintenance, and capital improvements for IDOC properties. While the policy is thorough, we note earlier findings that



funding levels for in-house repair and maintenance are insufficient. References to the “Capital Programs Unit” were changed to “Central Office Facilities Management.”

Maintenance of Industry Buildings, Equipment and Utilities (01.17.105): This policy appears to recognize Illinois Correctional Industries and their buildings/structures in the correctional facilities as being separate from facility operations. As a result, it sets unique processes for requesting repairs/modifications to correctional industries buildings. Given the recent changes in Illinois Correctional Industries mission and focus, this policy should be reviewed to determine whether it reflects current needs and should be revised or eliminated. If eliminated then maintenance of any former industries buildings would become the responsibility of the local facility and fall under IDOC’s general maintenance policies.



Prioritizing Capital Needs

As part of this project, IDOC requested guidance concerning prioritizing the repair and capital needs across their correctional facilities. Given the extensive needs at nearly every facility in the agency, prioritizing those that are the most important is complex. CGL suggests a multi-faceted approach.

Summary of Current Practice: Every July, IDOC’s Construction Manager requests each facility chief engineer submit their capital project list. The chief engineers develop a list on a preformatted spreadsheet that:

- Prioritizes the requests (Priority 1, Priority 2...)
- Identifies the type of project (health/life safety, deferred maintenance)
- Describes the problem to be addressed.
- Provides a recommended solution to the problem.
- Provides an estimated cost.
- Identifies estimated annual savings resulting from the repair.
- Details the impact if this need is not addressed.

An example of a portion Vandalia’s submission for FY2023 is provided below:

Exhibit 42: Sample Facility Capital Request Submission

Vandalia Correctional Center						
Illinois Department of Corrections						
Fiscal Year 2023 Capitol Development Board Request						
5/11/2023 14:01					Facility:	Vandalia Correctional Center
Priority Order	Type of Project	Problem Description	Recommended Fix	Estimated Cost	Est. Annual Savings	Impact of not Being Addressed
1)	Deferred Maintenance	The roads between the North Zone and Main facility have large pot holes throughout them. The North Gate is our delivery entrance for all deliveries including semi's, box trucks and pick-up trucks. All of our exterior roads are in need of repair due to pot holes and being washed out from heavy rains. Individuals in custody and staff use the roads as a way to access the dorms, HCU, yards, industry shops, and other job assignments throughout the facility.	Grind and replace old asphalt inside inner fence of Main Facility / oil and chip all roads from North Zone to Main Facility and around the perimeter of the facility.	\$ 950,000		Integrity of roads will continue to deteriorate. They are unsafe to drive on and our vehicles are also needing repair due to the suspension system being damaged. Staff and individuals in custody step in a pot hole. State will be liable for work. comp. claims, medical bills or a chance of being sued.
2)	Deferred Maintenance	Roofs are leaking in several buildings including feed barn, feed mill, pasteurizer, horse barn, state housing, North Gate and TACT room.	replace roofs with metal roofs	\$ 350,000		Integrity of building will continue to deteriorate and incur structural damage that will cost additional monies to fix.
3)	Health/Safety /Life	Several sidewalks are cracked, pieces broken off and sidewalks have dropped so they are not even. The uneven sidewalks are a tripping hazard. Steps going down to officers kitchen are also crumbling.	Repair all sidewalks and steps that are broken cracked or uneven. This estimate includes material and equipment rental expenses, the repairs would be completed by maintenance staff.	\$ 75,000		tripping hazard for staff and individuals in custody resulting in work. comp. claims, medical bills or being sued.

These requests can be quite extensive. For example, for FY2023, Pontiac submitted 16 projects. The top nine of those projects totaled over \$24 million while the remaining 7 did not have an estimated cost developed.

When the agency Construction Manager receives the requests, he enters each into the State’s e-builder system for managing capital projects. There are hundreds of projects requested each year by facilities and at this point the agency begins prioritizing overall needs. Input is

provided from across the organization regarding prioritization, considering both individual facility needs and overall agency priorities. The Construction Manager and Chief of Administration finalize agency priorities, at which the final prioritization is entered into e-builder.

Recommendations: The underlying issue with overall agency prioritization of capital requests is the historical imbalance between the enormous capital needs across IDOC and the level of funding received. The Capital Development Board identified IDOC has \$2.5 billion in deferred maintenance at its facilities. If past funding had been sufficient and facilities were in better condition, then capital needs today would be much simpler to prioritize.

CGL recommends three steps IDOC could take to improve its ability to prioritize capital repair needs:

- Expand central office Construction Manager's office.
- Develop scoring instrument to improve prioritization process.
- Install a CMMS system.

What follows is an explanation of each recommendation:

- **Expand central office Construction Manager's office.** In the past, IDOC had a robust Capital Programs Unit responsible for centrally managing and prioritizing capital projects. This unit was staffed with engineers and architects, each with responsibilities for the repair needs of correctional facilities in a region within the state. Because they were visiting these facilities on a regular basis and observing the conditions, they were much better able to identify which capital needs were more critical than others. Many years ago, this unit was dissolved and many of its functions were absorbed into a "shared services" environment under the State's Capital Development Board. Since that time, the lack of funding has led to significant deterioration of IDOC's facilities, thus increasing the amount and cost of critical capital needs in the agency. Only in the past few years has a single position (IDOC Construction Manager) been established to help prioritize capital needs and coordinate capital projects. *Given the high level of need, we recommend IDOC expand its capital project staffing with two regional capital project managers under the agency's existing Construction Manager.* These individuals would be responsible for regularly visiting facilities and prioritizing their needs. They also would be the point of contact with the Capital Development Board for projects.
- **Develop project prioritization scoring instrument.** Prioritizing capital project needs in corrections requires careful consideration of a range of factors, including the safety and security of staff and the incarcerated, the operational needs of each facility, agency goals, and budgetary constraints. Some government entities have turned to objective scoring instruments to prioritize their capital needs. The following describes this process:



- Develop selection criteria: Develop a set of selection criteria that will be used to evaluate and prioritize potential projects. These criteria may include factors such as safety, security, operational impact, cost-effectiveness, consistency with agency mission and goals.
- Evaluate potential projects: Using the selection criteria, evaluate each potential project and score them against each criterion. This can be done through a process of data collection and analysis, stakeholder consultation, and risk assessment. This could potentially be initiated by each facility chief engineer but would need to be verified by IDOC’s central office.
- Rank projects: Based on the evaluation, rank potential projects in order of priority.
- Monitor and adjust: Regularly monitor progress on capital projects and adjust priorities as needed based on changing circumstances, feedback, and other factors.

Overall, prioritizing capital project needs in corrections requires a careful balance of safety, security, and operational concerns with budgetary constraints. By conducting a needs assessment, establishing clear objectives and selection criteria, evaluating potential projects, ranking them in order of priority, and allocating resources accordingly, corrections facilities can better ensure that their capital investments are aligned with their mission and delivering the highest possible value.

Unfortunately, examples of scoring criteria/prioritization for capital projects in U.S. correctional systems are not commonly found. However, some government agencies have established objective scoring instruments tailored to their specific industry that assists in developing overall priorities. For example, one large city government has a wide variety of county buildings with differing functions and has developed the following scoring instrument to prioritize their capital needs/spending.

Exhibit 43: Large City Sample Capital Project Scoring Instrument

Selection Criteria	Maximum Score per Criteria
Risk to Health, Safety and Environment and Regulatory or Mandated Requirements	25
Asset Condition, Annual Recurring Costs and Asset Longevity	20
Community Investment and Economic Prosperity	20
Level and Quality of Service	10
Sustainability and Conservation	10
Funding Availability	5
Project Readiness	5



Multiple Category Benefit and Bundling Opportunities	5
TOTAL	100

In this instrument, “Risk to Health, Safety and Environment and Regulatory or Mandated Requirements” is the factor with the greatest potential score (25 points). “Asset Condition, Annual Recurring Costs and Asset Longevity” is the second highest (20 points) and reflect capital project requests related to repairing or replacing assets that are failing and or costly to maintain. Both of these factors are prioritized over those that improve the “Level and Quality of Service” (10 points). Those projects with the overall greatest total score have the highest priority.

IDOC would need to develop and tailor factors that are more applicable to their specific correctional environment. For example, “Funding Availability” likely would not be included, but “Consistency with Agency Mission and Needs” could be. An example is shown in the following exhibit:

Exhibit 44: Example of Potential Capital Project Prioritization Instrument

Selection Criteria	Criteria Description	Examples	Maximum Score per Criteria
Critical Risk to Life/Safety	Project will address critical life/safety issues to staff and inmates.	Failing fire protection systems. Repair/replace defeatable cell locks.	35
Asset Condition, Annual Recurring Costs and Asset Longevity	Project upgrades/replaces aging assets that are costly to maintain/operate.	Replaces aging and costly to operate boilers, HVAC systems.	20
Alignment with IDOC Mission/Goals	Project supports agency mission and goals	Improves/expands needed mental health treatment spaces.	20
Level and Quality of Service	Project allows for continued level and quality of service at facilities.	Improves spaces for re-entry and other key programs	10
Sustainability and Conservation	Project improves agency sustainability	Enhances energy efficiency, reduces energy costs/usage.	10
Project Readiness	Project is ready for initiation	Has had CDB survey complete	5
TOTAL			100



The key to the prioritization process above is developing selection criteria and using that selection criteria to prioritize each project. The issue for IDOC is they currently do not have the staffing resources to implement an involved process of this type, thus underscoring the need to expand the construction managers office.

- **Install CMMS System:** As noted previously, IDOC continues to use a manual system to track its assets and manage its repairs. One of the many benefits of a CMMS system is better informed capital planning. Maintenance metrics in CMMS systems track everything that has been done to an asset from repairs to inspections, labor hours, and costs. With a CMMS system, any chief engineer request for capital funding could include a summary of recent costs/repairs to the asset.

When should IDOC abandon a structure and cease repairs/capital improvements. One consideration for any capital request is whether it is financially worthwhile to continue to repair or upgrade the structure. This decision is a factor of its current conditions as well as how well its design/layout supports current operations. This master planning project has provided IDOC with building specific conditions. that can support this decision making. Each facility condition assessment report identified the overall Building Condition Index (BCI) for each structure. Each is rated between 0 and 100. The following provides the overall BCI color-coded scoring system:

Exhibit 45: Building Condition Index Scoring System

OPERATIONAL CAPABILITY	OPERATIONAL RATING	DEGRADATION	DCR	CI
Fully Operational	Green	Free of observable or known degradation.	Green (+)	100
		Normal wear requiring normal preventative maintenance.	Green	95
		Normal degradation requiring corrective maintenance.	Green (-)	88
Impaired Operation	Amber	Minor degradation requiring corrective maintenance.	Amber (+)	80
		Moderate degradation requiring corrective repair.	Amber	71
		Significant degradation requiring moderate repair.	Amber (-)	61
Inoperable	Red	Extensive degradation requiring major repair.	Red (+)	50
		Severe degradation requiring major rehabilitation or replacement.	Red	30
		Complete degradation requiring full replacement.	Red (-)	10

Buildings in the “Red” rating range are considered near or at the end of their serviceable life and is an indicator that repair needs for that building will continue to grow in the future. For example, the facility condition assessment for Stateville identified several buildings with overall BCI scores in the red. Cell House I had a BCI of 9, while the Furniture factory had a BCI of 50.



Exhibit 46: Stateville Correctional Center FCA



Stateville Correctional Center - Joliet
651-000-174 Facility Condition Assessment
8/1/2022

Building System Condition Index Summary (Sorted by Worst to First Metric)		BCI	A10	A20	B10	B20	B30	C10	C20	C30	D10	D20	D30	D40	D50	E10
C0385	Cell House I	9	10	10	11	10	10	10	11				10			
C0384	Cell House H	10	10	10	10	11	10	10	10	11			10			
C0259	General Store	9	10		10	10	10	10	10	10			10			
C0315	Furniture Factory	50	88	88		71	10	88		58		62	10		10	
C0258	'g' Dormitory	9	10			9	10	10	10	10			10			
C0342	Officers Dorm	53	88		88	73	10	65	45	26	10	16	11			
C0301	Powerhouse	10	10		10	11	10	10	10	10			10			
C0314	Soap Fac-taylor Shop	57	88	88	74	74	30	81	92	74	10	30	10		26	
C020T	Tunnel System	61		88	65	10		80		74		30	29		49	
C0311	Service Bldg	10	10		10	10	10	10	10	10			10			
C0271	Laundry-barber-chapl	57	80	88	88	73	10	92	63	66		69	21		10	
C0380	Multipurpose Bldg	58	88			78	30	88	96	74		55	53		10	
C0227	Veg Room-capt Office	47	88		88	64	30	96		82		71	10		10	
C0270	Vocational School	67	88	88	88	72	50	94		68		61	30		23	
C0202	Detention Building	65	88	88	74	53	30	82	92	62		25	23			
C0339	Cultural Arts Center	69	84		95	59	95	94	60	74					14	
C0326	Cell House F	71	95	88	92	70	90	92	80	81		39	20		64	
C0306	Vehicle Garage-msu	48	88		30	53	10	51	61	10			10			
C0201	Dining Room Complex	67	88	88	88	68	30	90	70	76		47	10		39	30
C0266	Residence	11	10		10	10	10	10	10	10			10			
C0221	Cell House B	70	88		88	65	88	88	66	66			10			
C0251	Law Lib-sch-cloth Rm	70	96		95	71	95	95		74		72	21		29	
C0204	Administration	78	88	88	88	78	30	94	50	76		10	22			
C0304	M&m Shop	70	88		88	70	61	95		81		71	38		36	
C0303	Commissary-residents	67	88		61	68	10	93		78		71	24		51	
C0333	Wall Tower#2	9	10		10	10	10	10	10	11			10			
C0334	Orientation Seg	69	92		88	72	30	80	74	70			10			
C0395	NRC A Building (Encomp	85	95	88	96	88	50	87	76	70	80		85			
C0324	Wall Tower #4	9	10		10	10	10	10	10	11			10			
C0263	Weight Room	61	88	88	88	67	10	96		80		71	29		10	

Before any capital repair is made on these buildings, the agency should consider the value of pumping additional funds into a building that is at the end of its useful life and will require significant additional future expenditures. Any decision, of course, must take into account the building use and whether that use could be transferred to another structure. For example, closing a housing unit at a facility, may require incarcerated individuals be moved to another building at that facility or within the agency.



ENERGY MASTER PLAN

CGL contracted with its long-time partner, HDR, to develop an energy master plan for IDOC. The Energy Master Plan is provided separate from this report.

TEMPORARY POPULATION RELOCATION STRATEGIES

It is not uncommon that correctional systems must address intermittent emergency issues that impact their ability to house those incarcerated in some facilities. Natural disasters, fires, electrical outages, as well as environmental issues at facilities have temporarily closed or limited the ability to house and provide services to inmates. Further, planning for responses to institutional disturbances, where a segment of the population may need to be separated from another, is an important part of the development of emergency plans. As part of this review CGL was asked to provide some short-term emergency housing options for IDOC.

It is not just the immediate safety and security that must be considered when an emergency relocation is needed. Additionally, there are several other factors that must also be addressed that can negatively impact incarcerated individuals. The considerations a correctional system must take into account when temporarily relocating a large number of incarcerated individuals are many and include:

- Classification level of those being relocated and security level of facility that will temporarily house the individuals in custody.
- Known enemies in order to maintain separation from each other at the receiving facility.
- Ability to continue program participation.
- Capacity for food preparation or delivery of food from another available source
- Specific medical needs and mental health needs of relocated population.
- Necessary agreements with local law enforcement and healthcare providers including hospitals to ensure emergency services are available for this new population when needed. If the population is significantly different from the existing population, will it result in different procedures to be implemented in outside service providers.
- Necessary communication with local government and a coordinated communication plan to address community misinformation that typically arises with change.
- Ambulatory status
- PREA compliance if the population is different or if the area has not been in use for some time.
- Ability to maintain and continue existing earned credit contracts.
- Distance from family and complications that may create for family visitation.
- Ability to maintain same cellmate.
- Staff ability to manage different custody/gender population.

With these concerns in mind, CGL will provide high level options for temporarily relocation of inmates. Our analysis on this issue assumes the following:

- Emergency housing needs will attempt to ensure the appropriate separation of genders and custody levels.



- The maximum number to be relocated at any time is 500, which would represent the capacity of a large housing unit.
- Facilities will not house more than their rated capacity.
- Emergency housing will be short-term in length, and not permanent.
- All facilities across the state will be considered as short-term housing alternatives.

To this end we will provide a discussion and options for short-term emergency housing of the incarcerated population.

During the time of our review, we estimated over 5,700 excess beds in the male population by 2027.

Exhibit 47: 2027 Male Bed Gaps

Security Level	2027 Male Bed Gaps
Maximum	984
Medium	5,982
Minimum	(1,246)
Total Beds Needed	5,720

Most of those excess beds (nearly 6,000) are in medium custody facilities, while another 984 are in maximum custody. There will be an insufficient number of minimum custody male beds (1,246).

Male Minimum Custody Emergency Relocation: Even with a lack of male minimum custody beds in the system, from a security perspective, relocating minimum custody males represents the least complicated problem to resolve. Given the assumptions listed previously, if 500 minimum custody inmates needed to be relocated from a minimum facility on a temporary emergency basis, they could be moved and distributed across several medium custody facilities where significant excess capacity exists. Moving minimum custody inmates to a medium custody facility should not impact safety and security. Additionally, non-housing spaces could be used (gymnasiums, chapels, etc.) on a short-term basis. Security is not the only issue that will need to be addressed as the minimum custody population is typically more involved in programming and reentry. The agency will need to determine if it can provide some continuation of these services at the temporary location so that they are not interrupted and the inmates’ contracts for good conduct credits not impacted.

Male Medium Custody Emergency Relocation: Likewise, the temporary closure of a large housing unit at one of the medium facilities could be addressed by relocating the incarcerated males to other medium security facilities that have excess capacity. This may result in the relocated inmates being moved to multiple medium security facilities. Again,

IDOC will need to determine how the program and services needs of this population will be addressed during relocation.

Male Maximum Custody Emergency Relocation: Relocation would be more complicated for the male maximum custody population, as it would generally not be suitable to move them to lower security facilities. Therefore, the temporary transfer would likely need to be to an existing maximum facility. We project nearly 1,000 excess maximum security male beds in the system, so there should exist sufficient capacity to address a short term need. However, nearly 75 percent of the maximum custody capacity is in IDOC's oldest facilities (Menard, Pontiac, Stateville), and some of the housing units at these facilities are outdated and in poor condition.

For relocation of a maximum custody population, there is another option that would require some further renovation. An X-House at one of the existing medium facilities could be hardened so that it could handle a maximum custody population if needed. These units typically have 224 cells and can house up to 448 if they are double-celled. Hardening would include improved locks and door hardware, more tamper-resistant lighting and electrical switches, and possibly improved security control and camera systems. This would provide a secondary option for temporary placement of maximum custody males.

Female Relocation: The temporary relocation of a large number of incarcerated females would be the most complicated for IDOC given the limited number of facilities (Logan and Decatur). Logan houses all custody levels of incarcerated females, as well as serving as the reception center for new commitments and IDOC's primary treatment facility for females with mental health needs. Decatur houses a minimum population and has significant excess beds. Combined these facilities have a rated capacity of 1,899 and are projected to have excess capacity of 417 beds. Most of that excess capacity is at Decatur and would be inappropriate for maximum custody or special needs housing. Therefore, only Logan's minimum and select portions of its medium population could be temporarily relocated to Decatur.

However, the most difficult issue IDOC would face would be relocating maximum and special populations (intake, mental health) from Logan. There are no easy solutions to this potential issue, and with the current distribution of beds, the agency would need to consider temporarily relocating this population to a male facility. Given the differing needs and management practices related to a female population, spreading females across multiple male prisons would be problematic. The optimal solution would be to relocate them in one group to a single facility. This might require IDOC completely or partially clear out a male medium custody population at a correctional facility, by temporarily relocating those males to other medium facilities. Additionally, this move would likely necessitate the temporary transfer of staff from the female facility who have experience supervising a female population and providing programs and services to them.

Planning: Any temporary emergency move of a population requires extensive pre-planning. These moves are extremely disruptive, and some have been precipitators to major prison riots and loss of life. For example, in 1993, a major riot occurred at the Southern Ohio

Correctional Facility in Lucasville, Ohio. The riot lasted for 10 days, and 1 correctional officer and 9 incarcerated individuals were murdered. An after incident review found that one of the causes of the riot was the recent exchange of approximately 300 high security inmates between the Lucasville facility and the Mansfield prison. The inmates relocated to Lucasville did not want to move 200 miles away, and their families were hard pressed to visit their loved ones now more than 200 miles further away with no transportation system in place.

Planning must consider a number of factors including:

- Is the security at the receiving facility consistent with the population to be moved?
- Is the cell type appropriate for the type of population being housed (i.e., cells exist for maximum or close custody populations)?
- Does the facility that will be temporarily housing the population have the existing infrastructure to manage this population (water, sewer, electrical, dietary, etc.)
- Will staff (security, program, and support) also be relocated to receiving facilities to address needs of the population and better ensure continuation of services? If so, pre-planning/negotiation with bargaining units should be conducted in advance.
- If the moved population has special needs (ADA, geriatric, mental health), does the receiving facility have the physical plant and layout to support this population?
- What operational plans are necessary to replicate and support the normal schedule of the population being moved?
- Do existing post orders that involve the new population need modification to safely and securely manage the population?
- Is the perimeter security consistent with the population to be housed, if not, what changes need to be made? For example, is there a need to add a second perimeter patrol, or staff vacant perimeter towers?
- IDOC should develop a master facility schedule that matches the population needs and expectations and is achievable given the existing physical plant.
- A comprehensive transportation plan should be developed and approved that details who will be moved on the same bus.
- A comprehensive housing plan will need to be developed by IDOC's Transfer Coordinator's Office.
- A communication plan will need to be developed that protects information such as transportation dates and routes, but provides some general information, regular briefings to the staff, population, families, and the communities.
- If transfer results in a mix-custody or co-ed facility, clearly define delineation lines between populations will need to be established. IDOC would need to develop movement and housing practices that allow for proper separation.
- Workforce issues will be a priority and will require extensive discussions with the union. The context of this discussion is likely to depend on whether this is an emergency move or not. Discussions may include:
 - Depending on the distance, can the entire workforce be relocated?
 - If not, how additional staff and what type of staff must be hired/contracted?
 - If additional travel is involved negotiation with the union is likely to occur.

- What additional equipment is needed to provide security, programming, and services at the temporary housing location?
- What additional supplies are needed (food, clothing, etc.)
- The agency should develop an operational plan for each functional area of a receiving facility (health care, mental health, food services, programs, housing, recreation, etc.)
- Pre-planning should be conducted with contract providers (medical, mental health, phone system, tablet providers, etc.).
- Receiving facilities should contact and make necessary communication with outside providers and emergency transport services.
- Receiving facilities should make contact with local sheriff's offices and fire departments to inform them of temporary additional population.
- If the relocated population has a high level of service needs (mental health, geriatric, medical) does the receiving facility have access to those services in the community?

To address these needs, the agency should develop a comprehensive evacuation/relocation plan. This plan should:

- Address the processes to be put in place in the event of the need to evacuate or relocate a large number of individuals in custody.
- Develop a communication plan for, staff, inmates, communities, legislative members and other government officials, and media [when appropriate] etc. to convey temporary relocation and continue communication during the duration of the relocation.
- Conduct routine tabletop planning drills to develop staff preparedness at all levels of the organization.
- Address potential for staff relocation.
- Address steps to take regarding providing programming and services to the relocated population.
- Establish a command structure to manage relocation and identify positions within IDOC to staff the command structure. The structure should include IDOC leadership, as well as staff representing security, programs, medical, mental health, and inmate services.

APPENDIX A: Capital Project Funding by Facility

The following table displays the current list of major capital projects in the Illinois Department of Corrections effective January 2023.

Project	Project Number	Project Location	Estimated Project Cost	\$ Appropriated	\$ Obligated	\$ Expended	\$ Unobligated
Construct New In-Patient Treatment Center	120-000-062	Statewide	\$176,051,459.00	\$176,051,874.00	\$175,674,536.41	\$165,569,099.64	\$377,337.59
Provide Medical Office Space at Various Facilities	120-000-067	Statewide	\$5,800,000.00	\$5,800,000.00	\$562,431.00	\$266,459.06	\$5,237,569.00
Provide Medical Office Space at Various Facilities	120-000-068	Statewide	\$1,365,355.00	\$1,395,355.00	\$730,285.00	\$332,622.86	\$665,070.00
Provide Dental Care Room Upgrades	120-000-069	Statewide	\$34,050.00	\$34,050.00	\$34,050.00	\$33,000.00	\$0.00
Provide Dental Care Room Upgrades	120-000-071	Statewide	\$48,233.00	\$48,233.00	\$48,233.00	\$46,288.00	\$0.00
Provide Dental Care Room Upgrades	120-000-072	Statewide	\$16,000.00	\$16,000.00	\$16,000.00	\$115,908.00	\$0.00
Upgrade Dietary Equipment at Illinois River	120-007-016	Western IL	\$12,220,000.00	\$635,000.00	\$140,600.00	\$41,532.40	\$494,400.00
Replace Fire Alarm and Lock Controls	120-007-017	Western IL	\$4,661,600.00	\$4,661,600.00	\$3,780,400.00	\$399,969.68	\$881,200.00
Replace Cooling Tower and Refrig. Equipment	120-007-018	Western IL	\$1,983,100.00	\$1,983,100.00	\$1,625,193.62	\$1,264,953.92	\$357,906.38
Replace Roofing Systems	120-008-018	Illinois River	\$9,328,300.00	\$5,528,300.00	\$355,800.00	\$156,320.25	\$5,172,500.00
Renovate Restrooms, Shower & Heating	120-021-014	Southwestern	\$7,210,900.00	\$4,710,900.00	\$79,900.00	\$77,823.75	\$4,631,000.00
Upgrade Fire Alarm and CCTV Systems	120-021-015	Southwestern	\$1,860,900.00	\$1,860,900.00	\$181,900.00	\$1,679,000.00	\$1,679,000.00
Rehab Hot Water Distribution System	120-040-025	Danville	\$3,929,680.00	\$3,550,880.00	\$3,303,172.33	\$1,677,599.25	\$247,707.67
Replace Dietary Equipment	120-050-055	East Moline	\$3,929,300.00	\$1,929,300.00	\$222,590.00	\$149,596.00	\$1,706,710.00
Replace Bridge - Dietary Building	120-050-056	East Moline	\$248,000.00	\$248,000.00	\$247,939.32	\$234,717.32	\$60.68
Upgrade Fire Alarm System	120-050-058	East Moline	\$4,282,700.00	\$4,282,700.00	\$383,400.00	\$89,560.00	\$3,899,300.00
Replace Roofing and Upgrade HVAC	120-050-059	East Moline	\$7,782,000.00	\$7,782,000.00	\$745,900.00	\$284,626.06	\$7,036,100.00
Emergency Install of Temporary	120-050-060	East Moline	\$596,450.00	\$596,450.00	\$596,450.00	\$184,511.40	\$0.00
Replace Roofing Systems	120-075-066	Dixon	\$1,922,800.00	\$1,922,800.00	\$1,499,380.05	\$968,452.23	\$423,419.95

APPENDIX A: Capital Project Funding by Facility



Project	Project Number	Project Location	Estimated Project Cost	\$ Appropriated	\$ Obligated	\$ Expended	\$ Unobligated
Install new Steam Absorber and Cooling Tower	120-075-067	Dixon	\$2,551,100.00	\$2,551,100.00	\$940,294.31	\$914,048.46	\$1,610,805.69
Modify Sewer System	120-075-068	Dixon	\$613,450.00	\$613,450.00	\$587,000.00	\$470,125.05	\$26,450.00
Replace Roofing Systems	120-075-069	Dixon	\$2,119,500.00	\$2,119,500.00	\$149,490.00	\$108,150.40	\$1,970,010.00
Emergency Elevator Replacement	120-075-071	Dixon	\$2,767,550.58	\$2,767,550.58	\$2,767,549.81	\$780,128.00	\$0.77
Emergency Electrical Repairs and Transformer	120-075-072	Dixon	\$220,300.00	\$220,300.00	\$123,071.00	\$112,301.60	\$97,229.00
Demolish Buildings	120-075-073	Dixon	\$4,000,000.00	\$4,000,000.00	\$308,200.00	\$88,193.32	\$3,691,800.00
Replace Roofing Systems	120-075-074	Dixon	\$8,420,600.00	\$4,420,600.00	\$369,300.00	\$173,308.00	\$4,051,300.00
Replace Transformer at Stores Building	120-075-075	Dixon	\$525,000.00	\$475,000.00	\$396,233.00	\$28,778.00	\$78,767.00
Assess Hot Water Distribution System	120-075-076	Dixon	\$3,195,280.00	\$268,380.00	\$268,380.00	\$42,000.00	\$0.00
Emergency Sewer Repair	120-075-077	Dixon	\$224,046.00	\$224,046.00	\$224,046.00	\$28,975.97	\$0.00
Assess and Replace Boiler Pumps	120-075-078	Dixon	\$360,000.00	\$360,000.00	\$0.00	\$0.00	\$360,000.00
Upgrade Touchscreens and Speakers in Housing	120-095-019	Hill	\$4,005,616.00	\$4,005,616.00	\$3,656,306.00	\$811,909.52	\$349,310.00
Resurface Parking Lots and Roads	120-125-018	Jacksonville	\$1,080,000.00	\$1,080,000.00	\$1,030,238.09	\$356,370.57	\$49,761.91
Replace Locking Systems	120-125-019	Jacksonville	\$1,650,500.00	\$1,650,500.00	\$154,500.00	\$52,943.00	\$1,496,000.00
Replace Sallyport Gates	120-125-020	Jacksonville	\$486,000.00	\$486,000.00	\$58,500.00	\$27,820.73	\$427,500.00
Emergency Restore Power	120-125-021	Jacksonville	\$2,380.00	\$2,380.00	\$2,380.00	\$2,380.00	\$0.00
Replace Windows	120-135-063	Logan	\$4,700,000.00	\$8,108,323.79	\$3,023,443.12	\$2,698,926.13	\$1,676,556.88
Upgrade Laundry Facility	120-135-066	Logan	\$205,044.22	\$183,251.44	\$176,530.70	\$123,265.10	\$6,720.74
Renovate Shower Rooms	120-135-069	Logan	\$4,370,500.00	\$2,370,500.00	\$2,276,430.00	\$737,526.73	\$94,070.00
Upgrade Ash Handling System	120-135-070	Logan	\$2,362,500.00	\$1,672,500.00	\$235,630.00	\$162,118.60	\$1,436,870.00
Replace Lock Controls in X-house	120-135-071	Logan	\$347,316.66	\$347,316.66	\$317,391.66	\$29,925.00	\$29,925.00
Replace Exterior Security Bars and Frame	120-135-072	Logan	\$1,616,600.00	\$1,616,600.00	\$1,501,783.86	\$1,401,409.62	\$114,816.14

APPENDIX A: Capital Project Funding by Facility



Project	Project Number	Project Location	Estimated Project Cost	\$ Appropriated	\$ Obligated	\$ Expended	\$ Unobligated
Construct Walk-In Freezer and Install	120-135-073	Logan	\$2,870,000.00	\$2,870,000.00	\$1,417,368.14	\$694,703.56	\$1,452,631.86
Roof Repairs	120-135-076	Logan	\$269,591.00	\$294,121.00	\$276,911.00	\$246,906.90	\$17,210.00
Assess and Remediate Mold	120-135-077	Logan	\$420,200.00	\$420,200.00	\$0.00	\$0.00	\$420,200.00
Replace Electrical Loop	120-135-078	Logan	\$8,302,100.00	\$8,302,100.00	\$7,598,400.00	\$337,786.00	\$703,700.00
Repair/Replace Roofing on Vocational Building	120-135-080	Logan	\$27,500.00	\$27,500.00	\$12,670.27	\$12,670.27	\$14,829.73
Emergency Sewer Assessment and Repairs	120-135-081	Logan	\$650,000.00	\$200,000.00	\$186,324.46	\$29,861.63	\$13,675.54
Replace Generators	120-140'019	Lincoln	\$4,226,900.00	\$4,226,900.00	\$3,860,875.00	\$295,193.57	\$366,025.00
Construct Bus Pad	120-140-017	Lincoln	\$6,030,500.00	\$6,030,500.00	\$5,555,075.13	\$676,077.07	\$475,424.87
Replace Roofing System and Ventilators	120-140-020	Lincoln	\$995,000.00	\$995,000.00	\$446,634.00	\$159,395.95	\$548,366.00
Replace Plumbing - South Cell House	120-175-133	Menard	\$6,470,416.84	\$6,470,416.84	\$6,081,294.37	\$5,592,194.96	\$389,122.47
Replace MSU Locking Control System	120-175-140	Menard	\$4,162,100.00	\$4,162,100.00	\$1,841,088.48	\$982,524.80	\$2,321,011.52
Replace Heating and Ventilation Equipment	120-175-141	Menard	\$1,894,500.00	\$1,494,500.00	\$244,580.00	\$139,646.91	\$1,249,920.00
Replace General Stores and Kitchen	120-175-143	Menard	\$24,682,000.00	\$24,682,000.00	\$1,987,400.00	\$0.00	\$22,694,600.00
Upgrade Electrical Distribution System	120-175-144	Menard	\$21,249,300.00	\$21,249,200.00	\$430,440.00	\$14,207.00	\$20,818,760.00
Plan and Begin ADA Compliance	120-175-146	Menard	\$1,000,000.00	\$1,000,000.00	\$104,367.00	\$2,800.00	\$895,633.00
Emergency Structural Assessment/Repair	120-175-147	Menard	\$203,000.00	\$203,000.00	\$203,000.00	\$47,068.62	\$0.00
Emergency Boiler house Repairs and Upgrade	120-175-148	Menard	\$603,000.00	\$603,000.00	\$603,000.00	\$228,509.13	\$0.00
Sewer Assessment and Repairs	120-175-149	Menard	\$19,450.00	\$19,450.00	\$19,450.00	\$0.00	\$0.00
Install New Locking Controls	120-178-010	Big Muddy	\$3,749,800.00	\$3,749,800.00	\$3,280,350.03	\$2,350,527.98	\$469,449.97
Renovate Kitchen and Cold Storage	120-200-120	Pontiac	\$11,846,808.75	\$11,846,808.75	\$9,868,678.53	\$9,764,725.44	\$1,978,130.22
Replace Roof, Repair Masonry and Tuckpoint	120-200-122	Pontiac	\$6,230,901.00	\$6,160,901.00	\$6,073,607.12	\$5,237,849.55	\$87,293.88
Assess Boilers	120-200-127	Pontiac	\$963,857.00	\$963,857.00	\$963,857.00	\$784,711.93	\$0.00
Emergency Assessment and Repair Roofs	120-200-129	Pontiac	\$686,244.37	\$686,244.37	\$686,244.37	\$510,854.22	\$0.00

APPENDIX A: Capital Project Funding by Facility



Project	Project Number	Project Location	Estimated Project Cost	\$ Appropriated	\$ Obligated	\$ Expended	\$ Unobligated
Replace Locking and Control Systems	120-201-005	Pinckneyville	\$393,640.00	\$3,936,400.00	\$2,564,157.25	\$2,389,802.00	\$1,372,242.75
Replace Dietary Floors and Doors	120-201-006	Pinckneyville	\$2,158,039.00	\$2,158,038.00	\$2,125,302.62	\$235,166.21	\$32,735.38
Emergency Replacement of Bar Screen	120-201-007	Pinckneyville	\$808,400.00	\$808,400.00	\$802,400.00	\$533,460.41	\$6,000.00
Install Water Softeners	120-205-007	Robinson	\$257,600.00	\$257,600.00	\$43,400.00	\$11,206.00	\$214,200.00
Replace Generator	120-215-068	Sheridan	\$2,320,200.00	\$2,320,200.00	\$303,200.00	\$145,475.32	\$2,017,000.00
Replace Roofing System - Tac Barn	120-215-070	Sheridan	\$436,100.00	\$270,100.00	\$31,600.00	\$8,919.00	\$238,500.00
Upgrade Building Automation System	120-225-010	Taylorville	\$5,256,700.00	\$3,456,700.00	\$389,700.00	\$45,920.00	\$3,067,000.00
Assess Masonry Piers	120-230-137	Stateville	\$85,100.00	\$85,100.00	\$85,100.00	\$73,434.44	\$0.00
Replace Roofing System - Rotunda	120-230-138	Stateville	\$3,007,400.00	\$3,007,400.00	\$253,331.34	\$209,331.34	\$2,754,068.66
Demolish Buildings	120-230-139	Stateville	\$4,412,500.00	\$4,412,500.00	\$130,603.00	\$98,967.66	\$4,281,897.00
Provide ADA Romp Specifications and Construction	120-230-140	Stateville	\$24,835.00	\$24,835.00	\$24,835.00	\$0.00	\$0.00
Assess and Repair/Replace Roofing System	120-230-141	Stateville	\$2,100,000.00	\$100,000.00	\$100,000.00		\$0.00
Replace Roofing Systems Dorms 7 & 8	120-231-032	Joliet Treatment	\$600,800.00	\$600,800.00	\$29,162.00	\$0.00	\$571,638.00
Upgrade Sewer Treatment Facility	120-245-075	Vienna	\$1,550,873.00	\$1,550,873.00	\$1,421,539.00	\$623,688.93	\$129,334.00
Replace Roofing Systems and Other Improvements	120-245-077	Vienna	\$1,695,700.00	\$1,689,800.00	\$118,600.00	\$73,989.67	\$1,571,200.00
Repair Baghouse and Replace Boiler	120-245-078	Vienna	\$4,580,490.00	\$580,490.00	\$541,450.00	\$230,591.50	\$39,040.00
Upgrade Main Electrical Distribution System	120-245-079	Vienna	\$14,244,700.00	\$9,444,700.00	\$1,194,100.00	\$294,947.00	\$8,250,600.00
Demolish Buildings	120-245-080	Vienna	\$3,220,500.00	\$3,220,500.00	\$0.00	\$0.00	\$3,220,500.00
Replace Roofing Systems	120-255-025	Shawnee	\$3,484,941.05	\$3,484,941.05	\$2,422,526.49	\$2,372,988.52	\$1,062,414.56
Emergency Chiller Replacement	120-255-027	Shawnee	\$356,546.00	\$461,057.00	\$459,702.00	\$418,718.82	\$1,355.00
Repair Replace Roofs	120-255-028	Shawnee	\$5,176,479.00	\$5,176,479.00	\$5,176,477.69	\$1,362,120.90	\$1.31
Replace Water Heaters	120-255-029	Shawnee	\$1,584,700.00	\$1,584,700.00	\$137,400.00	\$0.00	\$1,447,300.00

APPENDIX A: Capital Project Funding by Facility



Project	Project Number	Project Location	Estimated Project Cost	\$ Appropriated	\$ Obligated	\$ Expended	\$ Unobligated
Emergency Slider Door Control Panel	120-255-030	Shawnee	\$139,600.00	\$139,600.00	\$139,600.00	\$0.00	\$0.00
Repair/Replace Dietary Electrical Service	120-260-036	Centralia	\$473,595.00	\$473,595.00	\$438,274.20	\$164,153.75	\$35,320.80
Replace Communication Tower/Repair Build	120-260-037	Centralia	\$310,000.00	\$310,000.00	\$295,000.00	\$280,842.75	\$15,000.00
Update Fire Alarm System	120-260-039	Centralia	\$3,215,000.00	\$3,215,000.00	\$385,300.00	\$93,765.00	\$2,829,700.00
Replace Lock Controls	120-270-041	Graham	\$407,900.00	\$401,900.00	\$334,450.00	\$32,249.08	\$67,450.00
Replace Roofing Systems	120-270-042	Graham	\$2,119,500.00	\$1,867,909.79	\$1,837,500.56		\$30,409.23
Replace Freezers/Coolers	120-270-043	Graham	\$3,393,100.00	\$3,333,100.00	\$329,580.00	\$55,140.00	\$3,003,520.00
Replace Roofing System - Administration	120-275-009	DuQuoin W C	\$937,100.00	\$585,100.00	\$52,300.00	\$0.00	\$532,800.00
Replace Boiler Burners	120-290-007	Decatur	\$2,436,800.00	\$2,436,800.00	\$1,849,549.19	\$1,767,579.95	\$587,250.81
Replace Locking and Control Systems	120-295-012	Lawrence	\$3,939,200.00	\$3,939,200.00	\$2,603,164.33	\$1,471,897.82	\$1,336,035.67
Upgrade Bar Screen	120-295-017	Lawrence	\$584,600.00	\$584,600.00	\$21,120.00	\$20,115.49	\$563,480.00
Install Water Softeners	120-295-018	Lawrence	\$264,400.00	\$264,400.00	\$42,700.00	\$11,470.00	\$221,700.00
Emergency Lock Replacement	120-295-021	Lawrence	\$8,257,000.00	\$8,257,000.00	\$8,208,217.00	\$6,234,302.37	\$48,783.00
Replace Roofing Systems	120-300-008	Kewanee	\$5,178,600.00	\$5,178,600.00	\$4,247,800.00	\$225,823.00	\$930,800.00
Total	100		\$486,059,917.47	\$448,856,373.27	\$299,675,614.85	\$230,316,926.04	\$145,772,434.63
Total without Joliet Treatment	99		\$310,008,458.47	\$272,804,499.27	\$124,001,078.44	\$64,747,826.40	\$145,395,097.04