



COOK COUNTY SHERIFF'S OFFICE  
3026 South California Avenue  
Chicago, Illinois 60608

**To:** Honorable John P. Daley, *Chairman*  
Cook County Board of Commissioners, Finance Committee

**From:** Bradley Curry, *Chief of Staff*  
Cook County Sheriff's Office

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

**Date:** November 12, 2020

**Re:** Request for Information from FY2021 Department Budget Hearing

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The following information is provided in response to questions posed at our department's hearing held on November 5, 2020 to discuss the FY2021 Executive Budget Recommendation.

**I. Request ID#1210-01**

Commissioner Daley asked for the percentage of the 72% on EM for violent offenses who committed a second crime.

**Response:**

In order to understand more about the rate of new offenses for EM participants, it is most helpful to examine the population over a period of time, rather than at one point in time. Between March 15 and October 26, 2020, there have been 6,183 different bookings on EM. 4,101 (66%) of these had a violent lead charge. Of these 4,101 bookings, 188 (4.6%) were re-incarcerated due to a new arrest while on EM.

**II. Request ID#1210-02**

Commissioner Johnson asked for the measures the Sheriff's Office uses to capture the impact of behavioral, mental, and substance abuse programs offered at the jail.

**Response:**

The Cook County Department of Corrections (CCDOC) offers a variety of programs to individuals in custody. Each of these programs are evaluated by the Sheriff's Office of Research in a standardized way, with some variation in the specific tools or methods used based on the stated goals of the program and on the population each program serves. Below are descriptions of the key metrics used by the Office of Research to evaluate program efficacy for three major programs: THRIVE, SAVE, and MHTC.

**Re-bookings and Comparison Groups**

One goal of nearly all CCDOC programs is to reduce the frequency with which program participants return to custody on a new charge. That being said, the Research Office is careful not to set expectations that program

participants will *never* return to the jail, so re-booking evaluations instead focus on how many program participants are re-booked within a certain time period (30, 60, 90, 120, 150, 180, and 365 days) following a release to the community.

Additionally, comparison groups are generated through a statistical technique called propensity score matching. Comparison groups are designed to be statistically similar to a given program's demographic in numerous observed characteristics, such as charge type, charge severity, gender, age, booking date, participation in detox, participation in other jail programs, and prior bookings.

Re-booking rates among program participants are then compared to that of the comparison group to determine whether participation in the program resulted in a detainee being less likely to return to CCDOC custody at the same rate as detainees who did not participate. For example, of those with at least 30 days of follow-up in the community, 5% of THRIVE participants were re-booked within 30 days compared to 10% from a comparison group.

SAVE program participants return to CCDOC custody at a lower rate than the comparison group at each follow-up period (30, 60, 90, 120, 150, and 180 days). The differences are statistically significant at each time interval. Furthermore, because one of SAVE's focuses is violence prevention, analyses of this program also focus on re-bookings for charges the Sheriff's Office considers violent, specifically for SAVE participants who stay in contact with program staff and community partners upon release. 76% of participants who had been in good standing in the community had not been re-booked on a violent offense as of December a.

### **Pre- and Post- Assessment Tools**

Another aim of CCSO programs is to lessen the depression and anxiety that often accompanies the experience of incarceration. One way to measure that is the use of validated assessment tools. In October 2017, the THRIVE program began administering the Depression Anxiety Stress Scales (DASS 42) assessment at intake (pre-) and at 60-days of participation (post-). 203 participants who have enrolled in programming since October 1, 2017 have completed both a pre- and post- assessment. Most notably, 44% scored between *Moderate to Extremely Severe* for anxiety upon intake (pre-), which decreased to 25% at discharge (post-). The differences from pre- to post- were statistically significant in all three categories.

### **Community Engagement**

CCDOC programs have built-in community engagement components and allocate resources to maintaining contact between program participants and staff after the participants are released. Contact may consist of requests for assistance, referrals to community services, updates on employment or education status, etc. Contacts between program participants and staff are tracked and reported as a metric of engagement.

### **III. Request ID#1210-03**

Commissioner Degnen asked how did the Sheriff's Office zero out the Planned Benefit Adjustment account in FY2021 on page O-3.

#### **Response:**

This funding is for the Roll Call bonus and differential pay per Board-approved Collective Bargaining Agreements. This funding was transferred to the Planned Salary Adjustment account.

### **IV. Request ID#1210-04**

Commissioner Miller requested a list of where the Sheriff's mental health services starts and end versus where Cermak's mental health services start and end.

**Response:**

Behavioral health programs in the Department of Corrections are focused on setting up detainees for post-release success and interrupting the cycles of violence, mental health issues, substance abuse disorders and incarceration. We offer these vital programs to supplement and support the services offered by Cermak, which utilizes a medical model of mental health services, different and separate from the behavioral health services offered through Sheriff's Office programming.

Cermak provides services to those they have identified as being on their mental health case load (approximately 40% of the average daily jail population). They provide intake assessments/screenings, psychiatry, and individual and group counseling to a limited number of detainees with intermediate and acute mental health needs. They also provide medical discharge services by ordering medications and coordinating aftercare services in hospital settings for our acute and chronically ill patients.

Sheriff's Office in-custody programs and services are offered to some individuals on the mental health case load, but primarily to those who are considered General Population and are not receiving any type of mental health or re-entry services from Cermak. Our mental health services focus on behavioral health interventions, such as group and individual counseling as well as case management, referrals to specialty courts and resources for individuals at bond court, and discharge services.

We have also developed an "in-reaching" component of community programs that connects detainees with community services providers while in custody to help strengthen rapport and trust between the patient and provider to support post release connections to care in the community. We use our data to connect individuals from identified neighborhoods with the service providers in those areas so there are strong connections to assist with re-entry.

Below is an example of the difference between Cermak Mental Health Services and CCDOC Services:

- Patient #1 (Not engaged in CCDOC programming)
  - Enters DOC and receives intake medical and mental health assessment from Cermak Health Services
  - Identified as P2/M2
  - Meets with psychiatrist at least once every 90 days for medication assessment
  - Receives 1 "community group a month" with other P2 detainees in the division they are housed in. Community groups are typically 1 hour
  - Discharged with medications available to be picked up at Stroger
  
- Patient #2 (Engaged in CCDOC programming)
  - Enters DOC and receives intake medical and mental health assessment from Cermak Health Services
  - Identified as P2/M2
  - Interviewed and recruited to participate in MHTC programming
  - Housed with a cohort of other MHTC participants
  - Attends cognitive behavioral treatment programming 5 days a week at the MHTC (therapeutic environment with classrooms, counselors, and dedicated correctional staff)
  - Participates in creative expression programming to develop self-confidence, expand interests in prosocial behaviors, learn additional coping skills to support recovery
  - Meets with re-entry coordinator to develop individualized treatment plan that includes housing, food and clothing shelters, assistance with gaining state ID, and employment services)
  - Meets with psychiatrist at least once every 90 days for medication assessment

- Connected with community agencies and members who participate in CCDOC jail in reaching services
- Discharged with medications available to be picked up at Stroger
- Receives calls from staff post release to check in with client
- Invited to attend alumni meetings
- Has access to transportation services for court, medical and MH appointments, job interviews, etc.

#### **V. Request ID#1210-05**

Commissioner Miller asked for information on the expertise of Sheriff staff who are providing mental health services.

#### **Response:**

At minimum, staff who provide mental health services are required to possess a bachelor's degree from an accredited college or institution in Counseling, Psychology, Social Work, Social Sciences or a closely related field. They are also required to have at least two years of full time professional work experience in the mental health field and at least one year of full time professional work experience in conducting mental health assessments for adults and providing case management services in a racially and ethnically diverse environment. Many of our staff have also earned master's degrees in Counseling, Psychology, Social Work, Social Sciences or a closely related field. Lastly, some of our staff hold additional certificates such as Certified Alcohol and Drug Counselor (CADC) and are licensed as professional counselors or social workers.

The clinical supervisors for the SMART, THRIVE and MHTC programs are all Licensed Clinical Professional Counselors (LCPC) or Licensed Clinical Social Workers (LSW). Keyuana Muhammad, PsyD, a Director of Behavioral Health Services, is a Psychologist. The Executive Director of Programs is also a Psychologist with a Doctorate in Clinical Psychology. Any master's level counselors working towards their licensure receive appropriate supervision based on Illinois state requirements.

#### **VI. Request ID#1210-06**

Commissioner Miller asked what the \$1.7 million increase in Professional Development fees in FY2021 is related to on page O-51.

#### **Response:**

This funding is for the Uniform Allowances per Board-approved Collective Bargaining Agreements. The increase is because in FY20 this obligation was paid out of FY19 surplus funds.

#### **VII. Request ID#1210-07**

Commissioner Anaya asked how the cost of the length of stay in the detention center compares to the cost of electronic monitoring.

#### **Response:**

Based on our budgeted numbers, the cost of EM is approximately \$25 per day versus nearly \$200 per day in the CCDOC. This does not include any facilities costs.

#### **VIII. Request ID#1210-08**

Commissioner Anaya asked for a list of certifications Sheriff staff have that are providing programming to inmates.

**Response:**

Please see above response to Request ID#1210-05 from Commissioner Miller.

**IX. Request ID#1210-09**

Commissioner Suffredin asked the Sheriff's Office to provide the financial need to get the TASC program back and operating.

**Response:**

TASC is planning on resuming virtual support services soon. They will be acting as a virtual support at no cost to the Sheriff's Office. Sheriff's Office staff will be able to call TASC at the point of discharge to provide support if needed.

**X. Request ID#1210-10**

Commissioner Suffredin asked the Sheriff's Office to provide the number of inmates and cost that are awaiting transfer to the Illinois Department of Corrections.

**Response:**

There are 273 individuals in our custody awaiting transfer to IDOC. Per the County and their consultants, we cannot bill IDOC because we are already getting reimbursed for salaries and overtime from CRF and FEMA.

As always, please let us know if you have any additional questions.



COOK COUNTY SHERIFF'S OFFICE  
3026 South California Avenue  
Chicago, Illinois 60608

November 12, 2020

Honorable John P. Daley, Chairman  
Cook County Board of Commissioners, Finance Committee  
118 N. Clark Street  
Chicago, IL 60602

Dear Chairman Daley:

Thank you for sending us Commissioner Miller's questions from the Sheriff's recent FY21 budget presentation. Please find our responses below.

- 1. Page O-21 Office of Prof Review, Prof Integrity Special Investigations: Currently there are 350 pending cases. What is the cause of the backlog of cases and can we get a breakdown of type of case and how long these cases have been open? OPR will also continue to utilize automation to improve efficiency and expedite processes, how will this work?**

The Sheriff's Office encourages the submission of honest complaints and concerns to its Office of Professional Review (OPR). Certain departments are required to forward incident or complaint information to OPR for review. Complaints may be made directly to OPR or through other indirect channels such as detainee grievances, filed lawsuits or anonymous tips. Every possible complaint is accepted and reviewed for further action.

As the metrics on Page O-21 indicate, the number of pending cases has been decreasing every year. Currently, this number is less than half of what it was approximately four years ago. It is also important to note that there are over 1,000 cases opened and closed each year. Additionally, two-thirds of the pending cases are less than six months old. Therefore, the number of pending cases cannot be considered a backlog.

OPR has utilized automation (i.e., e-signatures, electronic documents) to move cases through command channel review so that upon investigation completion, discipline and final determination decisions can be finalized more swiftly. The unit will continue working with the Sheriff's IT Department to realize efficiencies through technology while maintaining the integrity of the investigation process.

**2. Page O-28 Information Technology: 501210 Planned Overtime: Currently this line item is \$323,555.58 over budget. Is this funded appropriately for FY21?**

Yes. The overtime deficit is due to the COVID-19 pandemic and setting up the infrastructure necessary for remote court hearings and visitation. We expect that these expenditures will be reimbursed by FEMA.

**3. Page O-34 Court Services Division: 501210 Planned Overtime: Currently this line item is 10% over FY20 budget. With less in person court calls due to the pandemic, why is OT over budget?**

This deficit is because Court Services is reimbursed for some of their overtime by other agencies. There is a delay of approximately two months from the time the overtime is incurred to when the reimbursements are received.

**4. Page O-40 Police Department: 501210 Planned Overtime: Currently this line item is 50% over budget. What's causing this and how will this be controlled for FY21 as the appropriation is unchanged?**

This deficit is partly being caused by the COVID-19 pandemic. We expect that these expenditures will be reimbursed by FEMA. The Police Department also incurred a large increase in overtime due to civil unrest in June, which is not controllable by the Sheriff's Office.

**5. Page O-40 Police Department: 11975 Community Programs: Is this a new department because it looks like some FTE's were moved from 13355-Law Enforcement Operational Support Command and what programs will they be tasked with?**

This is not a new program but is new to the budget document. We transferred the appropriate personnel here in order to be more transparent. These employees provide support to the communities through innovative and impactful community-based programs such as the Junior Sheriff's Program, Senior Academies, Pop-Up Resource Fairs, youth programming, RENEW, Wandering Response Program, Sheriff's Rebuild Program and many more.

**6. Page O-46 Community Corrections: 501210 Planned Overtime: This line item is already 340% over FY20 budget. Why is that and is it funded correctly for FY21?**

Yes, the overtime deficit is due to the COVID-19 pandemic and we expect the expenditures will be reimbursed by FEMA. As the Sheriff indicated in his budget address, the number of participants in EM has increased by almost 1,000 since the pandemic began while our staffing has not increased.

**7. Page O-46 Community Corrections: 540129-Maintenance and Subscription Services: \$2.5 million or 67% increase for FY21. What is this big increase for?**

This is due to the increase in EM participants and the .38 cents per unit, per day increase in moving from RF to GPS.

**8. Page O-50 Department of Corrections: Inmate Programs Departments 15081, 15082, 15083, 15084: During the hearing it was mentioned that the Sheriff's office would**

**summarize where programs overlap...and if/where these programs may be duplicative. Are these functions performed by clinicians? What's the difference between the mental health services provided by the Inmate Mental Health Transition Center as opposed to Cermak staff?**

Behavioral health programs in the Department of Corrections are focused on setting up detainees for post-release success and interrupting the cycles of violence, mental health issues, substance abuse disorders and incarceration. We offer these vital programs to supplement and support the services offered by Cermak, which utilizes a medical model of mental health services, different and separate from the behavioral health services offered through Sheriff's Office programming.

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- Receives calls from staff post release to check in with client
- Invited to attend alumni meetings
- Has access to transportation services for court, medical and MH appointments, job interviews, etc.

**9. Page O-51 Department of Corrections: 501165-Planned Salary Adjustment: What will this funding be used for, there's a \$2.8 mil increase?**

This funding is for the Roll Call bonus and differential pay per Board-approved Collective Bargaining Agreements. There is not an increase; the funding was just transferred from 501225-Planned Benefit Adjustment.

**10. Page O-51 Department of Corrections: 501210-Planned Overtime: This line item is \$28 mil. or 307% over FY20 budget. What can be done to control this in FY21?**

Most of this overtime is due to the COVID-19 pandemic and is therefore out of the control of the Sheriff's Office. We believe that overtime will come down once there is a safe, effective and readily available COVID-19 vaccine. At that point, we would be able to safely eliminate current social distancing and single celling practices and close recently re-opened areas of the Jail.

**11. Page O-51 Department of Corrections: 501765-Professional Develop. Fees: What training programs are being put in place with this \$1.7 million. increase?**

This funding is for the Uniform Allowances per Board-approved Collective Bargaining Agreements. The increase is because in FY20 this obligation was paid out of FY19 surplus funds.

**12. Page O-60. Sheriff's Merit Board: 520825 Professional Services: FY21 Request is 79% more than FY20. Current FY20 expenditures are \$10K. What contracts or functions are covered under this line item?**

We reached out to Rosemarie Nolan, Executive Director of the Merit Board, to respond to this question: The increase in FY 21 Budget Request is the result of the Board-approved contract with I/O Solutions for entry level testing and promotional testing. This increase in the request is primarily driven by the need for developing and administering a job analysis study for the entry

level testing process for the Correctional Officer position and the seven (7) promotional positions for the positions of Sheriff's Police Officer, Sheriff's Police Sergeant, Sheriff's Police Lieutenant, Court Services Sergeant, Court Services Lieutenant, Cook County Department of Correction's Sergeant and Correctional Lieutenant to ensure a correlation between test scores and job performance. A job analysis is conducted at a minimum of one (1) time during the three (3) year contract term and periodic validation may be necessary for anticipated changes to job duties or changes to examinations. Additionally, IO Solutions will provide a valid, reliable and defensible entry-level examination utilized to select Correctional Officers and promotional examinations for 3 major divisions of the Cook County Sheriff's Office for several sworn, merit rank positions within the Sheriff's Police Department, the Cook County Department of Corrections, and Court Services Department.

**13. Page O-67 Women's Justice Services: 580031-Reimbursement Designated Fund: FY19 and YTD expenditures are \$0. What is this line item for?**

This is a Special Purpose Fund. The funds come from fines collected per the Public Nuisance Act and are transferred to the Behavioral Health program at the CCDOC at the end of the year.

**14. Page O-68 Pharmaceutical Disposal Fund: FY19 had \$0 expenditures and YTD is at \$720, has this program been put on hold?**

The program has not been placed on hold. The expenditures are typically paid out of the operating fund and a one-time chargeback is entered at year-end.

Thank you for forwarding these responses to Commissioner Miller and the Board. We are grateful for your support during these challenging times and look forward to continuing to work together for all Cook County residents.

Sincerely,



Brad Curry  
Chief of Staff



COOK COUNTY SHERIFF'S OFFICE  
3026 South California Avenue  
Chicago, Illinois 60608

November 12, 2020

Honorable John P. Daley, Chairman  
Cook County Board of Commissioners, Finance Committee  
118 N. Clark Street  
Chicago, IL 60602

Dear Chairman Daley:

Thank you for sending us Commissioner Anaya's questions from the Sheriff's recent FY21 budget presentation. Please find our responses below.

- 1. On Page O-12, Administration, 14925 Human Resources Administration, I notice that there is a decrease in FTEs from 4 to 0. What type of impact will this have on human resources in your office?**

These were open positions that we needed to eliminate in order to reach the budget target given to us by the County. In FY21, we will require nonunion civilian employees in Human Resources to take on more responsibilities throughout the office.

- 2. Page O-47, Community Corrections, shows 82 FTEs for the Investigator II Intern Supervisor. Can you please describe the main responsibilities of this position and why this number of FTEs with the same title is needed?**

These are EM Investigator positions. Please note, the title as listed in the budget book is a standardized union title. These are not actually management positions; "Intern Supervisor" refers to "supervising" EM participants. The main responsibilities of this position include ensuring participants comply with the rules and regulations of the program, maintaining contact with participants, investigating alerts and verifying and authorizing movement requests. We have 82 positions but, as the Sheriff stated during his budget presentation, we actually need more positions given the large increase in the EM population since the COVID-19 pandemic began.

- 3. Page O-51, Department of Corrections, Contractual Services, indicates that there will be a decrease of \$3,008,532 in contractual services. What types of contracts will be impacted?**

This decrease is primarily driven by a reduction in the food service contract of \$1.79M, housing at outside counties of \$720K, and special or coop programs of \$437K. The food service reduction corresponds with the reduction in population, we have reduced the number of detainees being housed at outside counties, and detainee programming is being administered by Sheriff's Office staff as opposed to using an outside vendor.

- 4. On Page O-54, 16875, DOC Operational Support Command, there are 4 FTEs being added for FY2021 for Assistant Executive Director of Operational Support Command. Please describe the responsibilities of this role any why these positions are needed even though there has been an overall decrease in the jail population.**

Our overall FTE count was reduced by 306 positions. These are not positions being added, rather they were transferred to Operational Support Command to allow for increased supervision due to the additional 420+ posts per day that were necessary to mitigate and control COVID-19 in the jail.

- 5. In today's budget presentation, Sheriff Dart mentioned that he supports the Justice Advisory Council's initiative to study best practices on electronic monitoring and even if the majority of electronic monitoring moves to the Office of the Chief Judge, he would still like part of it, especially for detainees under certain programs. Since the transition to GPS monitors has already begun, I would like clarification if, at this point, all persons ordered to electronic monitoring are being placed with the GPS monitors, or only those under the programs the Sheriff referenced.**

Yes, at this point, all new EM participants are placed on GPS rather than RF. Currently, there are more than 1,800 participants on GPS, approximately 55% of the total EM population.

- 6. There were numerous questions today on mental health programs managed by the Sheriff's Office. Are Sheriff's staff or vendors contracted with the Sheriff's Office who are directly providing these services required to comply with HIPAA?**

As non-healthcare programs, the mental health programs managed by CCSO are not subject to HIPAA. However, CCSO is committed to ensuring appropriate privacy and confidentiality protection. If an individual is in one of our in-custody programs, they sign a Release of Information (ROI) form that complies with privacy guidelines. An example ROI form for the SMART Program is attached here. This allows Sheriff's Office programs staff to share specific protected information (i.e., status in treatment with the courts, etc.) only with authorized individuals or entities. No client treatment information is shared with correctional staff and client records are filed separately and appropriately.

Correctional staff only receive "need to know information" that is shared between the CCSO electronic jail management system (CCOMS) and Cermak's electronic system (Cerner). The Sheriff's Office civilian staff who provide programming services do not share any individualized information unless an ROI is completed, which is always limited in scope. Information sharing is limited to treatment and discharge planning as well as programming status updates to the court.

Thank you for forwarding these responses to Commissioner Anaya and the Board. We are grateful for your support during these challenging times and look forward to continuing to work together for all Cook County residents.

Sincerely,

A handwritten signature in cursive script, appearing to read "Brad Curry".

Brad Curry  
Chief of Staff



Cook County Department of Corrections
S.M.A.R.T. Department
2800 S. Sacramento
Chicago, Illinois 60608
Phone: 773-674-8113

AUTHORIZATION FOR RELEASE OF INFORMATION

Client Name: \_\_\_\_\_ DOB: \_\_\_\_\_ Date: \_\_\_\_\_

Client Returning Address: \_\_\_\_\_

Client Phone Number and/or Email Address: \_\_\_\_\_

I, \_\_\_\_\_, hereby authorize disclosure of my confidential information and records identified herein in accordance with the provisions set forth below.

Name: \_\_\_\_\_ Phone: \_\_\_\_\_

Address: \_\_\_\_\_ Fax: \_\_\_\_\_

- 1. I hereby authorize the Cook County Sheriff's Office (CCSO) to provide and receive information, written or oral with the above facilities/persons for the purposes of reentry programming and/or continuum of care services.
2. The authorization provided for herein is given for \_\_\_\_\_
3. The extent, type, and nature of the information or records to be disclosed to effectuate the purpose or need described above may include:

Table with 2 columns: Information types (Name, Date of Birth, Age & Gender, Service(s) Requested, Treatment Record, Diagnoses, Discharge Plan, CCHHS / MAT / Mental Health Records) and Responses (Home Address, CCDoC Bed Assignment, Criminal Charge(s), Next Court Date, Information relevant to detention in CCDOC, Phone Number and Email Address)

- 4. The date, event or condition upon which this consent will expire without my written consent will be one year from the date of signature. The time allotted is of the duration, which is no longer than reasonably necessary to effectuate the purpose of the disclosure.
5. I understand that my refusal to sign this Authorization will not jeopardize my right to obtain present or future treatment.

I also understand that I have the right to inspect and copy the information to be disclosed. I further understand that I may revoke this authorization at any time. To do this, I must give written notice to the Cook County Sheriff's Office.

\_\_\_\_\_  
Client Name Date: \_\_\_\_\_

\_\_\_\_\_  
Witness Date: \_\_\_\_\_

NOTICE TO RECEIVING AGENCY/PERSONS: Under the provisions of the Illinois Mental Health and Developmental Disabilities Confidentiality Act, you may not re-disclose any of this information unless the person who has consented to his/her disclosure specifically consents to re-disclosure. A photocopy or facsimile of this form is as valid as the original.