

## Section 14. Recommendations

### Introduction

These recommendations have been developed together with members of the Community Jail and Alternatives Advisory Committee. At the end of each work session, CJAAC members and the consultant identified conclusions for that chapter. The Executive Summary provides the conclusions in abbreviated form. As a result, this chapter focuses exclusively on recommendations.

The consultant provided CJAAC members with a list of questions they should consider in developing their recommendations. These were:

1. How many years should we:
  - a. Plan for?
  - b. Build for?
2. Which scenario makes the most sense for Scott County?
3. How many inmates should the core (kitchen, laundry, mechanical)m accommodate?
4. Should the County start Phase 2 of the process to identify solutions to address the problems identified in Phase 1?
5. Are there enhancements to the pretrial release program that you believe can help to either reduce the number of people who fail to appear or increase the number of people who can be placed on supervised release?
6. What enhancements to the case expediting program could enhance its ability to move cases through the system?
7. What changes could be made to the court compliance program to increase the number of people who complete the program successfully?
8. Do you agree that the **amount** of fines, surcharges, fees, etc. results in some offenders being non-compliant with court imposed sanctions? If so, what are some strategies the County could consider to minimize/reduce non-compliance or respond more effectively to non-compliance when it occurs?
9. About one-third of jail inmates are charged with a substance abuse offense. Building on the successes of the current program, what would you recommend - in or out of the jail - to reduce the number of times this group of offenders return to jail?
10. About 15% of inmates held both long-term and short-term had failed to appear for a court appearance. Half of these were on unsupervised probation and one-quarter had previously been cited and released but not jailed. What should the justice system do with people who are non-compliant?
11. Habitual traffic offenders are one group that are non-compliant. What alternatives - in or outside of the jail - would work with this population?
12. Many long-term inmates are unskilled & under- or unemployed. Many lack practical skills. What would be appropriate for this group while in custody?
13. About 15% of long-term inmates have significant mental health problems. Some of these offenders are charged with relatively minor offenses, while others serious risks to staff, inmates, and themselves while in custody. What should we do with or for this population both inside and outside of the jail?
14. What other recommendations do you have to:
  - Improve the efficiency of the justice system?

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- Manage the jail population?
- Reduce the number of individuals who do not comply with requirements of the courts either pre or post trial?
- Reduce the number of times that individuals come through the justice system – particularly on highly repetitive crimes such as substance abuse offenses and driving offenses such as driving while barred?
- Increase the potential that individuals who successfully participate in existing and programs yet to be developed become more productive community members?

All members of the group were asked to post their answers to the first four questions on a flip chart. These answers are reported under Time Frames and Scenarios. A nominal group method was used to develop the list of programmatic recommendations, which are reported in that section. Once all recommendations were surfaced, the group was asked to prioritize on two levels:

1. The priority for the general area, and
2. The priority for specific programs and suggestions.

## **Recommendations**

### **Time Frames and Scenarios**

1. ***Scott County should develop a plan that addresses jail needs to 2025.*** 75% indicated 2025 was an appropriate planning window. 10% indicated the County should plan to 2020; 10% indicated the County should plan to 2015; 5% indicated the County should plan to 2010.
2. ***Scott County should build the initial phase of this plan to meet County needs to 2017.*** There was less agreement on the “build” date. 25% indicated the County should build to 2010; 35% indicated that the County should build to 2015; 25% indicated that the County should build to 2020; 10% indicated the County should build to 2025, and 5% indicated that the County should attempt to build for a longer period. When these responses are averaged, 2017 is the year which results. This is about 10 years beyond the point at which the County might be able to open a new facility.
3. ***Scenario 3 makes the most sense for Scott County.*** 90% indicated that Scenario 3 makes the most sense. This would result in current planning to accommodate 524 inmates in 2025, while building approximately 425 beds.
4. ***The core portions of the facility (kitchen, laundry, mechanical systems) should allow the County to expand up to 635 inmates.*** This number relates to both the worst case scenario and results from a weighted average of sizes suggested by participants. These suggestions ranged from a low of 500 to a high of 1,000. 65% of participants identified an appropriate core size between 600 and 700.
5. ***Scott County should proceed with Phase Two of this planning effort.*** 100% indicated that the planning effort should move to the next phase.

### **Programmatic Recommendations**

Participants identified their top 5 global recommendations. Priority focused on ***importance*** for Scott County. The recommendations in this section follow that order. Each of the individual recommendations

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listed under that priority is included. The number which follows the individual recommendation shows the group's specific programmatic priority. In the process of identifying a need for a new jail, the following programmatic recommendations were identified for further study. These priorities have not yet been discussed in detail or compared and contrasted with each other. That process will be part of our subsequent Phase Two Study. Each of these items are worth of deeper exploration to determine their timing, the resources needed, their potential cost impact, and their viability in the current situation. As a result, these recommendations will require further analysis as part of an overall County implementation strategy.

**Global Priorities**

1. **Priority 1** Develop strategy to deal with inmates with mental health problems (*Overall Score = 68*)
  - a. Develop a residential, in-jail program
    - i. Alternative housing strategy for mentally ill offenders (*1*)
    - ii. Establish mental health/substance abuse programming at the jail
    - iii. Develop an in-house evaluation and short-term treatment program
    - iv. Potentially a long-term program
    - v. Provide 24 hour medical at the jail
  - b. Enhanced coordination among agencies that deal with this population
  - c. Provide for continuity of care, linking jail with outreach and community based programs (*10*)
    - i. Community based program for short-term, misdemeanor level offenders with mental health issues (*1*)
    - ii. Develop a more efficient way to deal with mentally ill offenders (coordination, communication, cooperation)
    - iii. Contract w/ out-sourced programs to provide for referrals after release/continuity of care
    - iv. Encourage/compliance with medication through collaborative interventions (mental health, law enforcement, and medical) - potentially with electronic monitoring (*1*)
2. **Priority 2** Expand substance abuse programming (*Overall Score = 41*)
  - a. Develop an in-house substance abuse treatment program (*7*)
  - b. Develop in-house classes for incarcerated inmates (See also expanded program opportunities) including : (*3*)
    - i. AA/NA
    - ii. Parenting
    - iii. Anger management (*1*)
3. **Priority 3** Court compliance enhancements (*Overall Score = 23*)
  - a. Law enforcement acts as a partner by more actively searching for non-compliant people (*2*)
  - b. Add/expand substance abuse treatment/add employability components (See substance abuse programming)
  - c. Develop the "second chance" program for people who are jailed (*4*)
  - d. Add resources to deal with problem cases
4. **Priority 3** Expand program services for inmates (*Overall Score = 23*)
  - a. See comments under substance abuse programming

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- b. Identify strategies/programs for juveniles who are in the jail
- c. Link to the faith based community for follow up; religious programming (chaplaincy, study/services) **(3)**
- 5. **Priority 4** Develop a strategy to deal with defendants who are non-compliant **(Overall Score = 22)**
  - a. Develop a strategy to deal with FTA's **(7)**
  - b. Use electronic monitoring as an option to deal with this group **(3)**
  - c. Develop a continuum of options including an alternative sentencing unit at the jail and the second chance in the courts **(1)**
- 6. **Priority 5** Develop an implementation plan to ensure that these recommendations are carried out (Overall Score = 20)
  - a. Develop an overall strategy **(5)**
  - b. Develop the necessary resources (\$, staff, options, spaces)
  - c. Identify timing
  - d. Identify a strategy to coordinate alternative programs
  - e. Provide for increased professional development for staff
- 7. **Priority 6** Deal with financial issues associated with fines, surcharges and fees **(Overall Score = 15)**
  - a. Examine other strategies to deal with the amount of the fines, such as day fines.
  - b. Consider political and legislation actions
  - c. Separate the elements of the fine and allow them to be treated differently
  - d. Explore expanded/mandated community service
  - e. Increase judicial discretion to account for the financial resources of the defendant **(6)**
- 8. **Priority 6** Develop a strategy to enhance employability of low-skilled, under and unemployed inmates (could be linked to expansion of program services) **(Overall Score = 15)**
  - a. Develop educational and vocational programming **(4)**
    - i. Determine an effective strategy
    - ii. Provide access to educational programming like GED/ABE/Vocational
    - iii. Explore off-site education/job training programs through community college and local employers
  - b. Provide an offender employment program/work-oriented programming **(1)**
    - i. Expand the inmate worker program to include job seeking, life skills
- 9. **Priority 7** Continue to enhance population management efforts and more effective jail classification **(Overall Score = 13)**
  - a. Evaluate approach to jail classification
  - b. Identify a trigger point at which inmates must be housed in other locations **(6)**
- 10. **Priority 8** Pretrial release enhancements **(Overall Score = 9)**
  - a. Provide more information for pre-trial release personnel at the time of booking
  - b. Provide a dedicated staff person to pretrial release with supervision
  - c. Develop a strategy to deal with state budget cuts/train jail staff for the hours PTR is not staffed **(4)**
- 11. **Priority 9** Move work release out of the existing jail **(Overall Score = 1)**
  - a. Move work release out of the existing jail **(1)**
- 12. Enhancements to the case expediting program
  - a. Keep searching for ways to expedite case processing
  - b. Check resource levels to ensure they continue to be adequate for this task
  - c. Continue to work on expediting scheduling for parole violators

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13. Develop a strategy to deal with habitual traffic offenders
  - a. Develop legislation to create a way that offenders can get their driving privileges (potentially restricted) back **(2)**
  - b. Impound vehicles of habitual traffic offenders

**Specific Recommendations**

These are specific recommendations that participants identified as their individual highest priorities. These are the items which provide specific direction within the global action areas.

1. ***Mental Health Programming*** - Provide for continuity of care, linking jail with outreach and community based programs **(12)**
2. ***Substance Abuse Programming*** - Develop an in-house substance abuse treatment program **(7)**
3. ***Expanded Programs*** - Develop in-house classes for incarcerated inmates **(7)**
4. ***Non-compliance*** - Develop a strategy to deal with FTA's **(7)**
5. ***Population Management*** - Identify a trigger point at which inmates must be moved to another location outside the jail to deal with appropriate classification **(6)**
6. ***Implementation Plan*** - Develop an implementation plan for these recommendations **(5)**
7. ***Pretrial Release*** - Develop a strategy to deal with budget cuts/train staff for hours when PTR is not available at the jail **(4)**
8. ***Court Compliance*** - Develop the "second chance" program **(4)**
9. ***Unskilled/Underemployed Population*** - Develop educational and vocational programming **(4)**
10. ***Non-compliance*** - Use electronic monitoring with this population **(3)**

**Conclusion**

In the opinion of the consultant, all of these suggestions are consistent with the needs of the population served and the group's prioritization of the recommendations is consistent with that of the consultant. Each of these items are worthy of deeper exploration to determine their timing, the resources needed, their potential cost impact, and their viability in the current situation. As a result, these recommendations will require further analysis as part of an overall County implementation strategy.