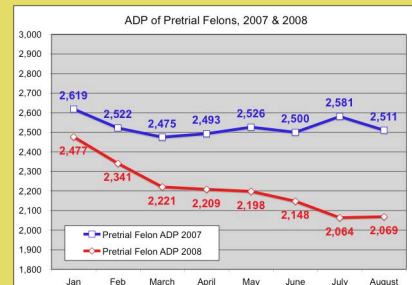
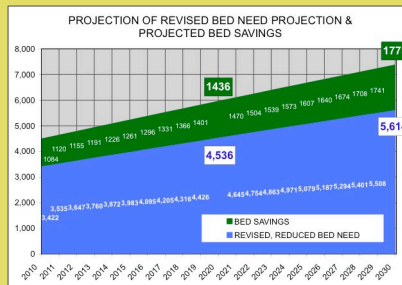
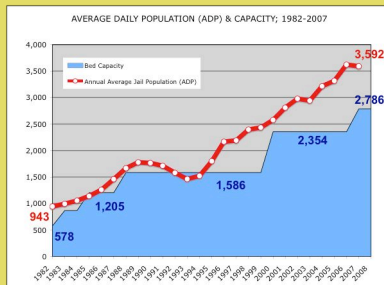


# *EXECUTIVE SUMMARY*

## Pinellas County, Florida Criminal Justice System Study



November 2008

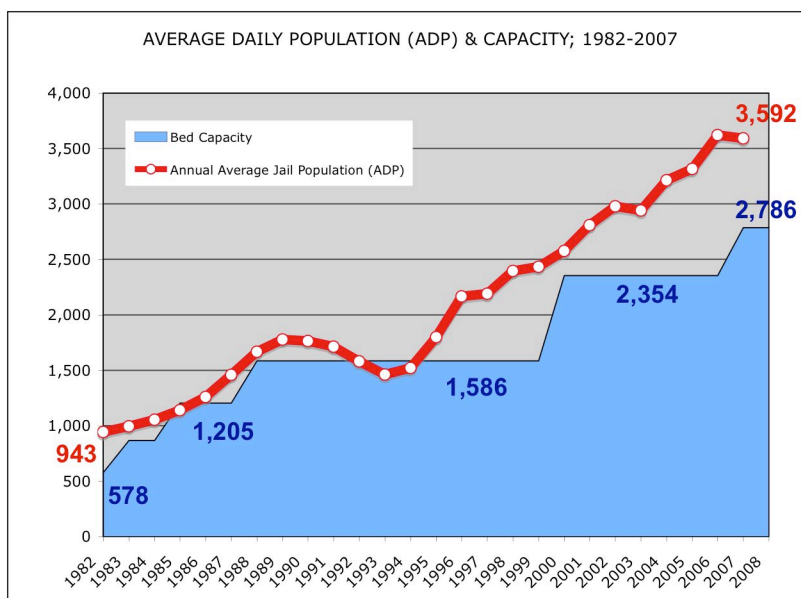


Submitted by:  
**Kimme & Associates, Inc.**  
**Law & Policy Associates**  
**The Justice Management Institute**  
under the auspices of  
**Ranon Partners, Inc. Tampa, FL**

## I. INTRODUCTION

### A. BACKGROUND

This study was motivated by strong, steady increases in the jail population that have created major overcrowding conditions at the jail, with many inmates sleeping in temporary beds on the floor. The county's goal has always been to operate safe, secure and standards-compliant facilities. County policymakers understand that overcrowding undermines those objectives and jeopardizes the safety and security of inmates, staff, and the public. In the past, law suits centered around overcrowding left Pinellas County under court supervision for nearly two decades.



This study was also motivated by the high costs to the taxpayers of building and operating jail facilities, facts about which County Board members are keenly aware. The county is committed to minimizing such expenses to the greatest degree possible while still meeting standards and providing for community safety. The importance of the cost question was underscored when possible future expenditures were reported in August 2006 during a presentation of Part 1 of a facility master plan update. The updated master plan forecast the need for an additional 4,448 beds by 2030 to add to the 2,786 beds available at that time, or 7,234 total. That increase of 159% in jail capacity, along with needed infrastructure improvements, was projected to cost the county **\$560,000,000** in a three phase construction process. The initial master plan phase alone was estimated to cost **\$225,000,000** and required the addition of approximately 500 new staff at opening.

In brief, the goals of the study can be summarized as follows:

1. To find opportunities within the Pinellas County criminal justice system to make changes consistent with local philosophies and public safety that have the affect of reducing the size and/or growth in jail population and thus the scope of facility needs and operations.
2. To find ways to improve the operations and processes of the Pinellas County criminal justice system to better meet the needs of a diverse defendant/offender population.

## **B. PROCESS**

This report is a product of a highly collaborative process involving over 140 people within county government, the criminal justice system, the community, and the local detention-corrections system operated by the Sheriff's Office. The significant changes to the criminal justice system recommended are changes that were developed through multiple discussions and close cooperation with local criminal justice practitioners.

## **II. UPDATED JAIL POPULATION PROJECTIONS**

In 2006, consultants presented the following ADP and bed need projections:

### **2006 MASTER PLAN PROJECTION**

*using 1996-2005 ADP data*

	2020	2030
ADP	5,345	6,698
BED NEED	5,866	7,234

To update these projections, the consultants added ADP data from 2006 and 2007.

### **UPDATED PROJECTION**

*using 1996-2007 ADP data*

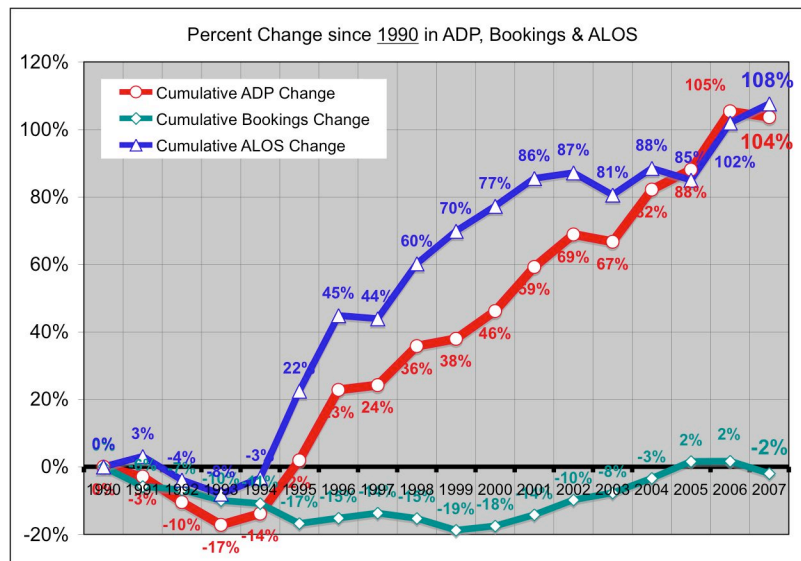
	2020	2030
ADP	5,442	6,841
BED NEED	5,986	7,388

These projections are used to estimate the potential impact of the system changes discussed and recommended in this report.

### III. FACTORS AFFECTING JAIL POPULATION GROWTH

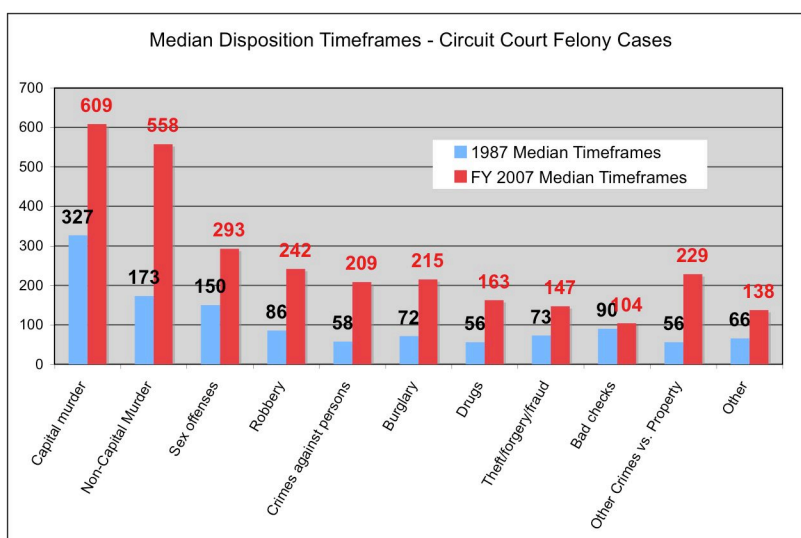
There are many factors that influence jail counts: crime and arrest rates; criminal case filing and disposition rates; sentencing statutes, policies and practices; population growth and demographic changes. However, a look at the various sets of data, particularly over a long period of time, leads one to some conclusions worthy of further investigation in Pinellas County as one attempts to explain and address a jail population that has grown from 943 in 1982 to 3,592 in 2007, a 281% increase.

- **Average Length of Stay.** Since 1990 the average length of stay (ALOS) of county jail inmates has gone up dramatically. Its growth virtually parallels the growth in jail population while bookings have remained flat until just the last five years.

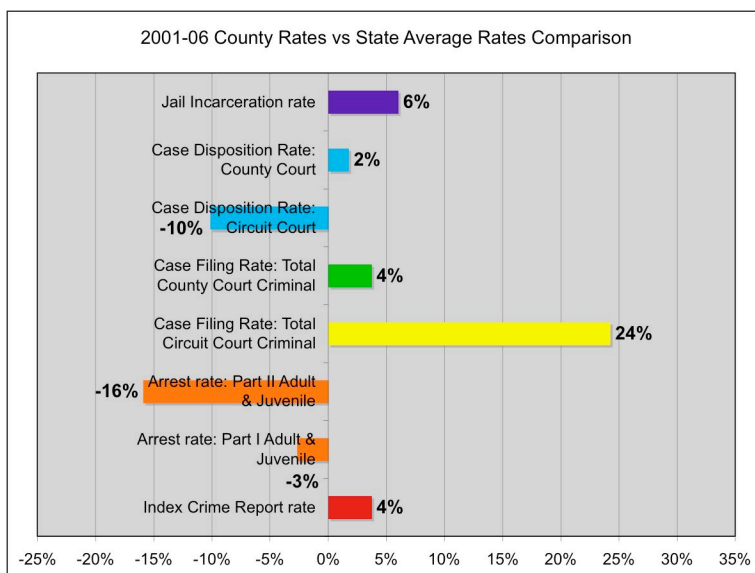


- **Pretrial Felonies.** Pretrial defendants charged with felonies make up an increasingly large portion of the jail population. They have been the majority of the population since 1999 and reached 70% of the population in 2007.
- **County Population Growth.** Population growth does not explain the increases in jail population since recent growth in Pinellas County has been relatively modest, well below the state average. However, the jail population has increased 280% since 1990 whereas the county population has grown only by an estimated 26%.
- **Crime and Arrests.** Change in reported crime and arrests cannot explain all of the increase in jail population since there has been at most limited growth in these areas. While crime is down as indicated by the seven felony offenses known as Part 1 Index Crimes, Part 2 crimes, most notably drug-related crimes, property crimes and simple assault, are on the rise.

- **Drug Arrests and Case Filings.** In the past several years, the number of individuals charged with drug offenses has increased dramatically and this has undoubtedly contributed to recent surges in jail population.
- **Juvenile Crime.** Though juvenile arrests and case filings have long been on the decline this has not translated into declining adult arrests or jail bookings.
- **Circuit Court Case Dispositions.** Since 1990 the annual circuit court felony case disposition rate fell below the 100% mark and was well below state averages with the exception of fiscal year 2006-07. This has contributed to a growing case backlog, which can lengthen the time it takes to resolve cases and thus longer jail stays for those detained awaiting disposition. There are some concerns about the accuracy of historic disposition data that cannot be easily resolved.
- **Circuit Court Disposition Timeframe.** The FY 2006-07 median disposition time for a Circuit Court felony case was 156 days. A comparison of median disposition timeframes across case types in 1987 and FY 2006-07 shows that median disposition timeframes were much longer across the board in FY 2006-07 than they were in 1987.



- **Circuit Court Felony Case Filings.** Felony case filings have grown steadily since FY 1992-93 with the per capita rate of filings being well above state averages. This undoubtedly adds to court workloads.
- **County Court Caseloads and Dispositions.** County Court criminal caseloads have been on the rise over the last seven years. Disposition rates have also been well below 100% since FY 1989-90, although, here again, there is some question about the accuracy of historic data and its comparability to current statistics.
- **Statewide Comparison.** Over the last six years the per capita arrest rates in Pinellas County have fallen below state averages. Yet the jail incarceration rate is above average. This may in part be explained by a circuit court felony case filing rate that is far above average, increased felony case disposition times, and a jail that increasingly consists of pretrial felons.



### STATE LAW AND POLICY CHANGES AFFECTING JAIL POPULATION

In addition to local factors that have contributed to Pinellas County's jail population growth, there have been multiple changes in state laws and policies over the past decade that have contributed substantially to the significant rise in the County's felony pretrial jail population. The table below summarizes these changes.

## Florida State Policy and Legislative Changes Affecting Court Workload, Jail Population, and Resources Available to State and Local Criminal Justice Systems

Effective Date	Policy or Statute	Impacts
Oct. 1, 1998	<b>Criminal Punishment Code:</b> Repealed sentencing guidelines; retains sentencing points structure; significantly broadens upward departure discretion for felonies; permits prison sentences for all felony convictions; requires that sentencing court justify in writing all sentences that decrease penalty below to lowest permissible sentence ("departure sentences" – upward departures need not be justified)	<b>Courts:</b> Increased potential penalties for offenses means that cases take longer to dispose, court (judicial, State Attorney and Public Defender) workloads increase, and case backlogs increase. Judges may be less likely to give departure sentences. <b>Jail:</b> Increases the average stay of defendants detained awaiting trial, which in turn increases pretrial jail ADP.
July 1, 1999	<b>Three Strike Violent Felony Offender Act:</b> Those convicted of a third felony for a violent offense must receive the statutory maximum sentence specified in the Code	<b>Courts:</b> Increased mandatory penalties for offenses means that cases take longer to dispose, court (judicial, State Attorney and Public Defender) workloads increase, and case backlogs increase. <b>Jail:</b> Increases the average stay of defendants detained awaiting trial, which in turn increases pretrial jail ADP.
Various	<b>Changing classification of offenses from misdemeanor to felony:</b> Third DWLS (licenses can be suspended for failure to pay tickets to maintain vehicle insurance, to pay child support, or for DUI) Second prostitution/soliciting Second battery Third DUI Second petty theft	<b>Courts:</b> Changes in offense classification leading to increased potential penalties for offenses means that cases take longer to dispose, court (judicial, State Attorney and Public Defender) workloads increase, and case backlogs increase. <b>Jail:</b> Increases the average stay of defendants detained awaiting trial, which in turn increases pretrial jail ADP.
July 1, 2004	<b>State takes over funding of county and circuit courts</b>	<b>Courts:</b> Initially reduced the level of funding for Sixth Circuit courts, State Attorney and Public Defender. Decreased court resources can lead to increased delays in case processing and growth of case backlog. Current state revenue projections are not encouraging. <b>Jail:</b> If it takes longer to dispose detained cases, then jail ADP increases.



Since 2004	<p><b>Zero-Tolerance Policy of FL Department of Corrections:</b> In the wake of a notorious case of a child murdered by an offender on probation, DOC mandates that all probationers charged with technical violations of probation conditions be arrested and detained pending a violation hearing. Also, law enforcement agencies, including the PCSO, instituted “COP VOPs”, which resulted in detention arrestees whom these agencies believed to be on probation at the time of their arrest.</p> <p><b>Impacts of these policies have moderated due to a few factors:</b> New DOC Director James McDonough appointed February 2006 relaxed this mandate, and his successor Walt McNeil has continued a more moderate approach. In addition, Pinellas County courts established a VOP court that aims to hear cases promptly and to encourage DOC probation to make greater use of Notices to Appear (NTAs) for technical violators.</p>	<p><b>Courts:</b> Increased demand for probation violation hearings, which the court responded to by establishing a VOP court to expedite hearings.</p> <p><b>Jail:</b> Mandatory detention of all technical violators caused a dramatic increase in the ADP of those awaiting VOP hearings. By 2007, this impact was lessening due to changes in state policy and to the successful implementation of a VOP court.</p>
March 2007	<p><b>Anti-Murder Act:</b> Requires that certain offenders who violate probation be held in jail until there is a hearing to determine whether they should be released on bail, and whether they are a danger to the community. Affects all on probation who have a qualifying offense in their past, as well as those who are newly charged with a qualifying offense (most violent offenses, but burglary and attempted burglary are also included).</p>	<p><b>Courts:</b> May increase VOP court workload.</p> <p><b>Jail:</b> May increase length of stay of those awaiting probation violation (VOP) hearing, and therefore increase ADP of these detainees.</p>
2007-2008	<p><b>Legislation limiting property taxing authority of localities</b></p>	<p>Declining county tax revenues mean that there is less funding for the Sheriff's Department and for the Health and Human Services programs that can help to provide local alternatives to incarceration and inmate programming within the jail.</p>

It will be essential for Pinellas County to:

- continue to track future changes in state criminal laws being considered by the Florida legislature,
- inform its legislative delegation of likely impacts on jail bed space and other local resource needs, and
- develop proactive local strategies to mitigate these impacts insofar as possible.



## IV. RECOMMENDED APPROACHES TO MANAGING PINELLAS COUNTY JAIL POPULATION SIZE

The criminal justice system changes recommended by the consultant team in collaboration with local practitioners are summarized below. Together these recommended changes in policies and practices can help to reduce jail population and control its growth through improvements in case processing and system effectiveness that will reduce jail admissions and/or decrease average stays in jail.

### **To Reduce Jail Admissions**

1. Make greater use of notices to appear (NTAs) or citations instead of arresting and booking defendants for minor offenses and for technical violations of probation (VOPs).
2. Expand the range of options available to law enforcement officers for dealing with minor offenders, especially those who are mentally ill or under the influence of drugs or alcohol.
  - Provide Crisis Intervention Team (CIT) training and establish CIT processes and policies for law enforcement and HHS staff.
  - Develop a Crisis Intervention Center in collaboration with public and private sector health care systems.
  - Expand transitional housing and stabilization options for chronic minor offenders.

### **To Decrease Average Length of Stay in Jail**

1. Strengthen the PCSO Pretrial Release Unit to enable safe release of a larger proportion of defendants while maintaining acceptable failure-to-appear rates (*pretrial release practices that reduce FTA and re-arrest also will reduce jail admissions*).
  - Use a validated actuarial risk assessment tool to help make pretrial release decisions.
  - Expand the continuum of pretrial supervision programs to better match releasees' supervision and support needs to their assessed risk levels.
  - Avoid excluding individuals from pretrial supervision programs due to their inability to pay.
  - Develop a release matrix system that will enable pretrial services staff to match defendants to appropriate supervision techniques based on their risk profile.
  - Monitor the success of pretrial release decisions based on re-arrest and failure-to-appear rates.
2. Reduce the time to disposition for felony defendants detained while awaiting disposition.
  - Utilize experienced attorneys to make early screening and charging decisions.

- Identify additional evidence or investigations that may be needed in order to conduct prosecution.
  - Ascertain the time now required for testing of suspected drugs seized from defendants, especially those in detention. If necessary, revise procedures to enable rapid turnaround on lab test results.
  - More rapidly determine the appropriate charge(s) on which to prosecute the defendant; identify cases that may be appropriate for dismissal or downgrading to lesser charges than initially filed; and enable rapid disposition in the County Court of some cases that are initially charged as felonies.
  - Rapidly identify cases that may be appropriate for diversion to Drug Court.
  - Provide basis for rapid follow-up with victims and witnesses when necessary.
  - Provide a basis for discussions between assistant state's attorneys and defense counsel concerning possible early resolution of the case.
3. Ensure effective early representation by defense counsel of detained defendants charged with felony offenses by providing for prompt provision of discoverable information that will not jeopardize witness safety.
- Facilitate early disclosure of information to the defense.
  - Establish systems for rapid electronic transmission of the original police report and arrest affidavit to the public defender's office in cases where this will not compromise witness safety.
4. Develop and implement an "inventory control" process for the courts.
- Establish realistic case processing time standards that reflect the varying complexity of different types of cases,
  - Put in place workload guidelines for prosecuting and defense attorneys that take into account the relative complexity of cases.
  - Designate a senior staff member in the State's Attorney's office or in the court or Sheriff's Department to monitor and help manage the overall inventory of cases on an ongoing basis. Circulate reports on case age that identify cases pending for longer case processing time standards.
  - At least weekly, produce and distribute to judges, state attorney and public defender offices a current list of detained defendants, by age of case since arrest, to enable rapid identification of cases needing prompt attention.
5. Continue the progress already made during 2007-08 in reducing the backlog of old felony cases awaiting disposition through a targeted backlog reduction effort.
- Continue to identify old cases, especially cases involving defendants in detention, and schedule actions needed to bring them to resolution.
  - Designate a senior judge who has credibility with prosecution and defense to lead the backlog reduction effort.

- Provide courtroom space and staff resources (including Assistant State Attorneys, Assistant Public Defenders, court clerks, and PCSO court deputies).

**To Both Reduce Jail Admissions and Decrease Average Length of Stay in Jail**

Expand and reinforce the continuum of locally available and effective diversion, sentencing and transition/aftercare options.

1. Support and expand programs and facilities that enable pretrial diversion and deferred sentencing of mentally ill and dually diagnosed minor offenders.
  - Increase county support for the Public Defender's Jail Diversion program for mentally ill defendants.
  - Expand the scope of the Drug Court program by dedicating additional judge, court staff, prosecution, defense, probation, and assessment and treatment resources to this program, thus enabling the program to handle a significantly larger number of defendants in need of substance abuse treatment services who do not pose significant risks of committing violent offenses.
  - Expand substance abuse assessment and treatment resources available not only to detained defendants and sentenced offenders not in the Drug Court.
  - Develop a "fast-track" approach to determining eligibility and finalizing agreements that permit all defendants eligible for Drug Court, particularly those detained in jail, to enter Drug Court much more promptly following arrest.
2. Enhance capacity to provide non-jail sanctions and supervision to offenders convicted of low-level felony and all misdemeanor offenses.
  - PCSO and the courts should work together to develop assessment criteria that can be used either by judges or the PCSO to sentence or classify more individuals into these non-jail options.
  - Develop or adopt a risk and needs assessment tool to be used by PCSO to evaluate an offender's risk to re-offend and to identify the factors (called criminogenic needs) that contribute to that risk to re-offend.
  - Establish additional non-jail sentencing options (some of which could also serve selected pretrial releasees), including:
    - Expanded use of electronic monitoring
    - Day Reporting Center
    - Work program or furlough
    - Residential halfway house
    - Supportive housing for women
    - Other programs that provide structured support for offenders in obtaining employment and stable housing (e.g., STARS).

3. Enhance and expand in-jail program options for sentenced inmates.
  - Prioritize programs shown to be most effective in addressing criminogenic needs and reducing recidivism (such as ABE, Parenting Wisely, Project New Attitude, Project Success, Anger Management and Project Trade).
  - Encourage inmates to participate in particular programs based on assessment of their criminogenic needs (assertive case management).
  - Provide management encouragement, adequate space and other tangible resources necessary to support effective in-jail inmate programs.
4. PCSO should work with the courts to develop policies authorizing the PCSO to use jail programs and community supervision options to prepare locally sentenced inmates for their transition back to the community.
  - Establish a jail transition coordinating group comprised of stakeholders from all relevant agencies and sectors, including PCSO, the courts (State Attorney, Public Defender and judiciary), law enforcement, State DOC probation, Salvation Army, Health and Human Services, Workforce, mental health, housing, Veterans, education, and hospitals with ERs that serve the uninsured.
  - Develop a system of transition or reentry planning that begins very early in an inmate's sentence and is connected to aftercare resources in the community.
  - Enable lower-risk inmates to earn early discharge by participating in educational and treatment experiences that may help them be more successful after release.
5. Establish quality assurance and performance monitoring systems to ensure that public and private investments in diversion and sentencing options are being used wisely (quality assurance) and achieving desired outcomes (performance monitoring).

#### **To Monitor and Support Criminal Justice System and Jail Population Management Efforts**

1. Develop and adopt a set of clear goals for effective overall criminal justice system operation,
2. Develop and adopt a set of key measures or indicators that will enable tracking of progress toward achievement of the goals that are adopted for system operation and performance.
3. Assign the Department of Justice and Consumer Services (DJCS) responsibility for compiling and analyzing data on key system status indicators, disseminating the results to policymakers and practitioners, and convening groups of policymakers and practitioners to discuss and act on findings.
4. Establish processes and tools and provide resources necessary to enable collection of relevant information by justice system agencies and routine transmittal of that information to DJCS.
5. Provide DJCS with resources to enable preparation and circulation of monthly and quarterly performance indicator reports to key policymakers and justice system leaders.

6. Establish Task Teams comprised of policymakers and managers to facilitate and monitor implementation of justice system study recommendations, including at a minimum groups focused on:
  - Developing a crisis intervention system and enhancing longer-term stabilization efforts to reduce recidivism of chronic minor offenders with mental health and/or substance abuse issues.
  - Expand and support continuum of pretrial diversion and deferred sentencing options for mentally ill and substance-abusing offenders (this and the above topic could be combined under a single Task Team).
  - Redesigning the PCSO pretrial release system as recommended above.
  - Maintaining, enhancing and monitoring efforts to expedite the processing of felony cases, particularly of detained defendants.
  - Enhancing the continuum of non-jail sentencing options.
  - Expanding program offerings for jail inmates.
  - Developing a system of jail re-entry planning (see recommendation for jail transition coordinating group).

#### **POTENTIAL PINELLAS COUNTY JAIL ADP AND ADMISSIONS IMPACTS OF RECOMMENDED POLICY CHANGES**

The table on the following page summarizes estimates of the impacts of recommended changes developed using a combination of data from a three-month sample of exits from the PCSO jail in 2007 combined with data compiled by PCSO and the County's Department of Justice and Consumer Services. Some of the estimated reductions in jail population have already been at least partially achieved through a combination of court (judiciary, state attorney and public defender) actions and state probation policy changes, as noted in section VII of this summary.

Policy Change Area	Percent ADP Reduction	Percent Bookings Reduction
<b><i>I. Reducing Length of Stay in Jail</i></b>		
A. Expedited felony and misdemeanor case processing 1) Assuming ABA case processing standards 2) Assuming Florida case processing standards	7.9% 12.9%	
B. Reducing old case backlog (impact incorporated in item A-2)	see A-2	
C. Improve pretrial release on recognizance policies and practices (implement actuarial risk assessment; expand pretrial supervision and notification options; establish indigency fund)	7.5%	
D. Expedite disposition of VOP cases and increase use of non-jail sanctions for technical probation violations	?	
<b><i>II. Reducing Admissions to or ALOS in Jail</i></b>		
A. Increase use of citations and notices to appear in lieu of arrest; divert arrestees charged solely with infractions or local ordinance violations (via placement in homeless shelters or mental health crisis center); divert those brought to jail under the Marchman Act to detoxification / treatment programs or facilities.	2% (Overlaps with B)	10% (Overlaps with B)
B. Expand use of community-based (non-jail) options for individuals convicted of misdemeanors and low-level felonies, including 1) Staff-secure (non-jail) facility, and/or supportive housing for women that provides job training, education and substance abuse treatment 2) Expand use of electronic monitoring, day reporting (new definition), and PAR; adding work furlough, halfway house, incentive/early release programs) 3) Expand capacity for substance abuse and mental health treatment in the community (for Drug Court and other offenders) 4) Make greater use of early release from jail to transitional program options	8%	?
<b>TOTAL IMPACTS (at a minimum)</b>	<b>25.4-30.4%</b>	<b>10%</b>

## V. REVISED JAIL BED NEEDS PROJECTIONS

The table below shows how the beds and phasing of the 2006 master plan might be revised per the reduced projections developed as a result of changes to the local criminal justice system. Overall it shows that the product of the system change effort could save the county the need to construct and operate about 1,844 beds through 2030.

	a.	b.	c.
	BASE From 2006 Part 1 Master Plan	Revised Part 1 Equivalent per Policy Changes	Projected Bed Need Reduction
PROJECTED BED NEED	7,266	5,678	-1,588
Beds to be Demolished*	-464	-464	
Existing FMJS** Beds	2,786	3,042	
TOTAL NEW BEDS	4,944	3,100	-1,844
PHASE A (meets 2016 needs)	2,512	1,300	-1,212
PHASE B (2023)	1,216	1,000	-216
PHASE C (2030)	1,216	800	-416
TOTAL NEW BEDS	4,944	3,100	-1,844

\* Barracks A, B & C, and FSC beds as rated per the FMJS  
 \*\* FMJS = Florida Model jail Standards

## VI. COSTS SAVED AND COSTS OF IMPLEMENTATION

### A. JAIL CAPITAL AND STAFF SAVINGS FROM SYSTEM CHANGES

The system changes forecast would help the county **avoid \$75,000,000 to \$95,000,000** in housing construction costs for Phase A of the three phase master plan alone. There would also be savings in reduced kitchen, laundry, and maintenance building costs but they would be at a much lesser level.

Phases B and C will also witness significant savings in the bed capacity construction costs that, with inflation, will likely rival those of Phase A.

In terms of staffing, it was originally estimated that the new Phase A housing building would require about **600** staff at full occupancy. For a smaller 1,300 bed facility, the staffing would be about **325-350** people. Using a simple salary and fringe figure of \$50,000 per staff person per year, the 250 to 275 staff saved would annually represent about **\$12,500,000 to \$13,750,000 in staff cost avoidance**. There would be additional savings in reduced utility, maintenance and meal costs, among others, though staff savings are by far the biggest savings.



## B. COST IMPLEMENTATION MATRIX

There are costs to the system changes needed to attain the capital and staffing cost savings identified. The matrix below provides some rough estimates.

### Estimated Recommendation Cost Levels

Recommendation	Implementation Cost Range			One-time Cost	Capital Expense
	under \$250K	\$250-1,000K	\$1,000K+		
Reducing Jail Admissions					
Greater Notice-To-Appear use	X				
CIT team approach[1]		X			
Crisis Intervention Center[2]			X		X
Transition housing and stabilization programs[3]			X		X
Decrease Average Length of Stay in Jail (ALOS)					
Strengthen PCSO pretrial release system					
Actuarial risk assessment	X			√	
Release matrix	X			√	
Expand pretrial supervision options			X		
Monitor success	X				
Reduce time to disposition					
Changes in court policies and processes	X			√	
Changes in record-keeping and monitoring		X		√	
Changes in staffing patterns	X				
Increases in court resources			X		
Targeted, time-limited backlog reduction effort			X		
Reduce Admissions and Decrease ALOS					
Expand pretrial diversion options for mentally ill and substance abusing offenders			X		
Expand Drug Court Operations			X		X
Use risk assessment tool and process to match sentenced offenders to non-jail options	X			√	
Expand continuum of community sentencing options			X		
Develop criminogenic needs assessment process to match jail inmate to in-jail programs	X			√	
Offer staff-secure residential programs to selected low-risk inmates (especially women offenders)			X		X
Expand continuum of in-jail programs			X		
Establish jail re-entry planning system	X				
Establish Criminal Justice Monitoring System					
Develop goals and key indicators	X			√	
Assign Division of Consumer & Justice Services (DCJS) responsibility for compiling, analyzing and reporting information	X				
Establish processes and tools to collect and share relevant information	X			√	
DCJS prepares and circulates key indicator reports	X				

[1] Costs to be shared with municipalities.

[2] Potential to share implementation and operating costs with private sector health care organizations.

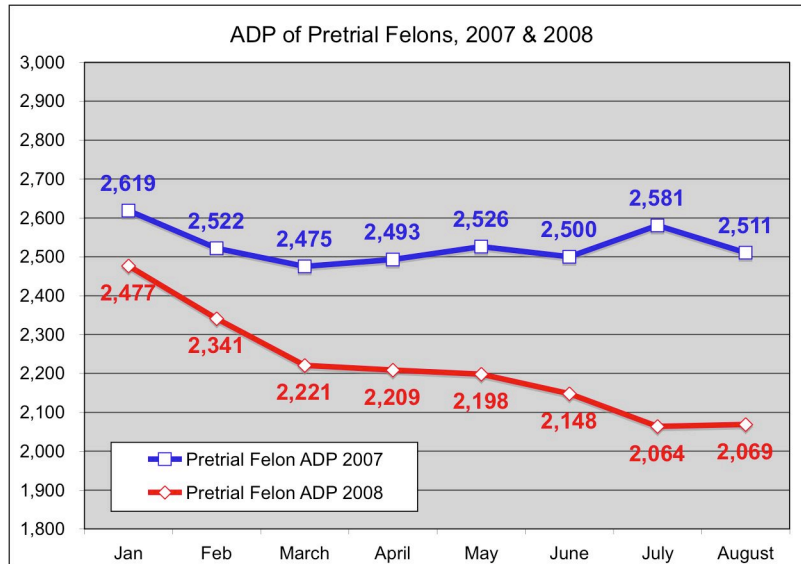
[3] Potential funding sources are federal, state and local, as well as private sector agencies.

## VII. EARLY IMPACTS OF LOCAL DECISION-MAKER ACTIONS

### A. DECLINES IN THE PRETRIAL FELONY POPULATION, 2007 TO 2008

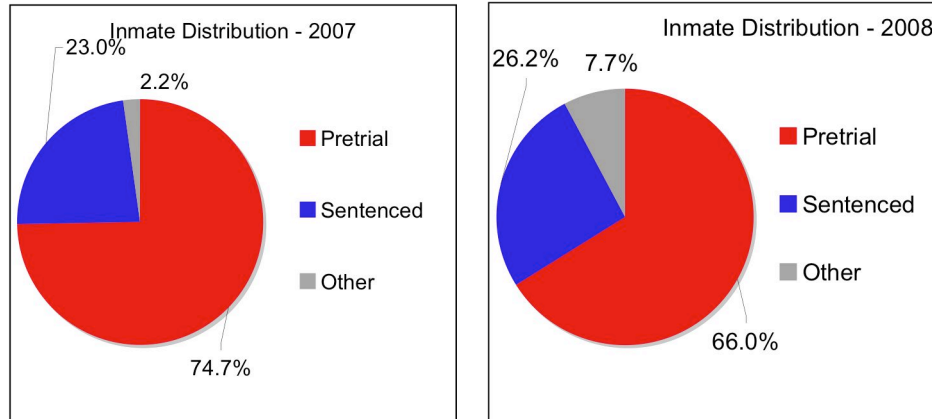
Local decision-makers and practitioners have not waited for the conclusion of this study to take action to improve system efficiency and effectiveness. . Indeed, some of these changes were already under way before the study began, and the study process has served to reinforce these positive steps.

The most noticeable change is the appreciable recent reduction in the jail's pretrial felony population. The chart below shows the differences between the April - August 2007 pretrial felony population and that for April - August 2008. From August 2007 to August 2008, the population of pretrial felony defendants in jail shrank by 17.6% (432 inmates).



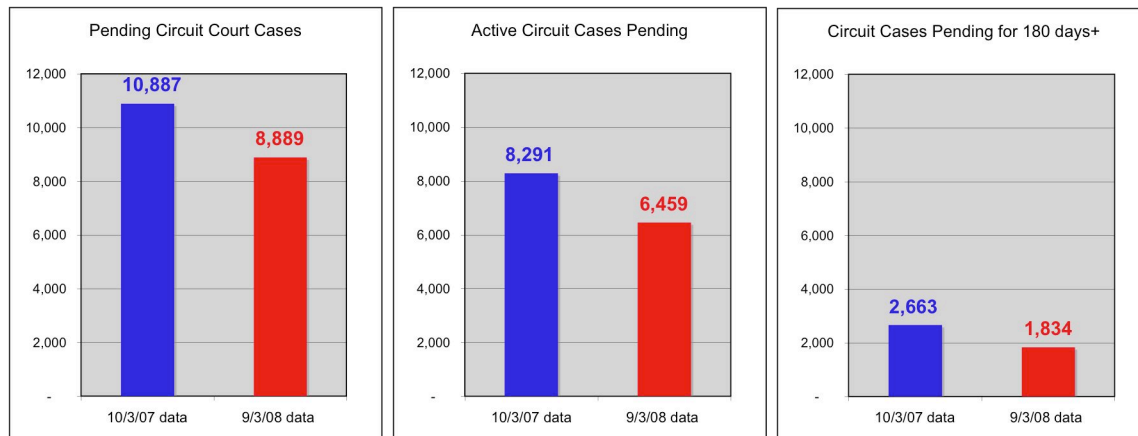
## B. CHANGES IN THE COMPOSITION OF THE JAIL POPULATION

The drop in the pretrial felon and misdemeanor population has resulted in a significant shift in the composition of the jail population, as illustrated in the charts below. This can be seen in the two charts below comparing the 2007 breakdown and the breakdown seen in the first eight months of 2008.



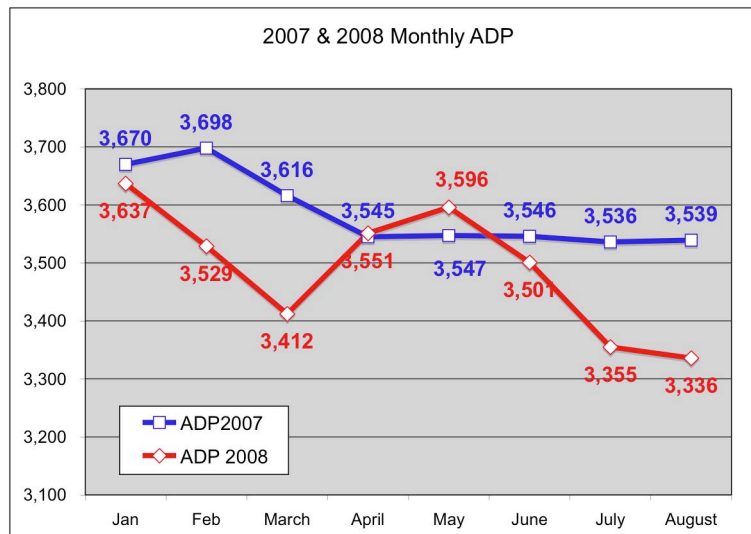
## C. REDUCTIONS IN PENDING CASELOAD

During the 2007-08 period, the Pinellas County Circuit Court and County Court, with cooperation from the State Attorney's and Public Defender's Offices, have made major strides in reducing the total pending caseloads. Some preliminary data is charted below.



## D. REDUCTIONS IN THE TOTAL JAIL POPULATION

Overall, the jail population has dropped noticeably below last year's figures with the August 2008 monthly ADP being 203, or 5.7% below the comparable time in 2007. For the year, the ADP for the first eight months of 2008 was 3,490, or 97.5 ADP (2.7%) lower than the first eight months of 2007 (3,587). Those figures, however, include the recently increased population of U.S. Marshall holds. The chart below compares monthly total ADPs in 2007 and 2008.



## VIII. THANK YOU

The consultant team very much appreciates the opportunity to work with the leaders, practitioners and citizens of Pinellas County toward the goals of reducing the jail population, and improving criminal justice system operations in Pinellas County. The collaborative process we've all participated in has produced some very encouraging results that bode well for the future of the system and the taxpayers, justice system decision-makers and staff, inmates and families, and community members affected by it.