Jackson County, MO
Criminal Justice System Update

Shive-Hattery/HDR

Consultant Team

An Update

- Midpoint of our work
- Data collection began in late May/early July
- 50+ interviews within the system and community
- What we know and don't know about the system
- Assessment of jail operations
- Functional assessment of the jail

The Team

- **Shive-Hattery** – Project management
- **HDR** – Jail facilities architects
- **Urban Institute** – CJ system analysts
- **Further the Work** – CJ system options specialists
- **MJ Martin, Inc.** – Jail operations specialist
- **Falcon, Inc.** - Forensic mental health specialist

THE JAIL

is part of a Larger Criminal Justice System

Our analysis is taking a whole system approach

INCARCERATION

VS.

JAIL

Jail = Infrastructure and Operations
Incarceration = Criminal Justice System Methodology

The Criminal Justice System

What we know and don't know

What we know

ADP is up 20% since 2012

What we don't know
Why? What's driving the increase

- Number of arrests
- Case processing delays
- Aging cases

What we know

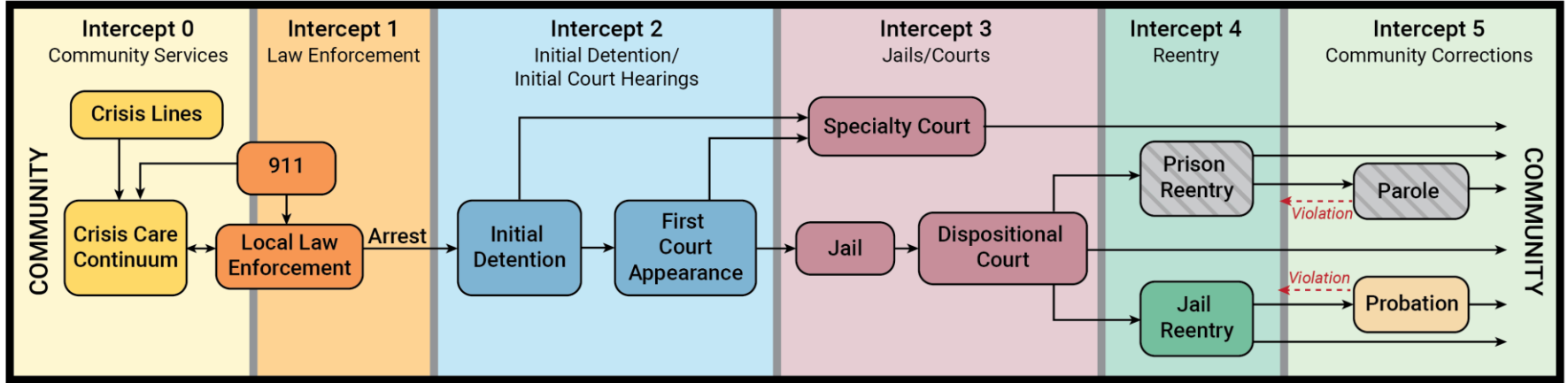# 83% Pretrial

What we don't know

Why so high?

- Risk assessment distribution
- Length of stay
- What is contributing to their length of stay (bond, risk, etc.?)

Mapping the System
Identifying Interventions

What we know

The Jail is Overcrowded

- Increases Risk
- Decreases Safety
- Increases staffing demands
- Increases cell time
- Decreases access to programs and treatment

What we know

Issues with the Jail

- Staffing
- Physical Plant

Typical Staffing Issues

- Having too few staff,

- Not having staff members in the right types of jobs,

- Failing to provide staff with clear direction in the form of policies, procedures, and post orders,

- Not scheduling staff members efficiently,

- Not training staff properly, and

- Failing provide coaching and support to staff through proper supervision.

Adequate Staffing is…

- The right number of staff

- With the right skills and training

- In the right place

- At the right time

- Doing the right thing

Basic Staffing Considerations

- Backup and relief must be provided.

- Inmates must be continuously supervised.

- A minimum staffing level must always be maintained.

- Electronic surveillance is only a backup for personnel.

- Relief must be provided for most staff posts for meals and breaks.

- Staff must receive extensive training.

- Staff must also be supervised.

Factors that Influence Staffing Needs

- Mission and Philosophy
- **Physical Plant**
- Inmate Characteristics
- Operations and Activities
- Standards

Jail Physical Plant Issues

- There is inmate housing on ten floors in three buildings.

- There are 53 separate housing units of varying size and design.

- Two separate intake and release areas for KCPD intakes and JCDC intakes

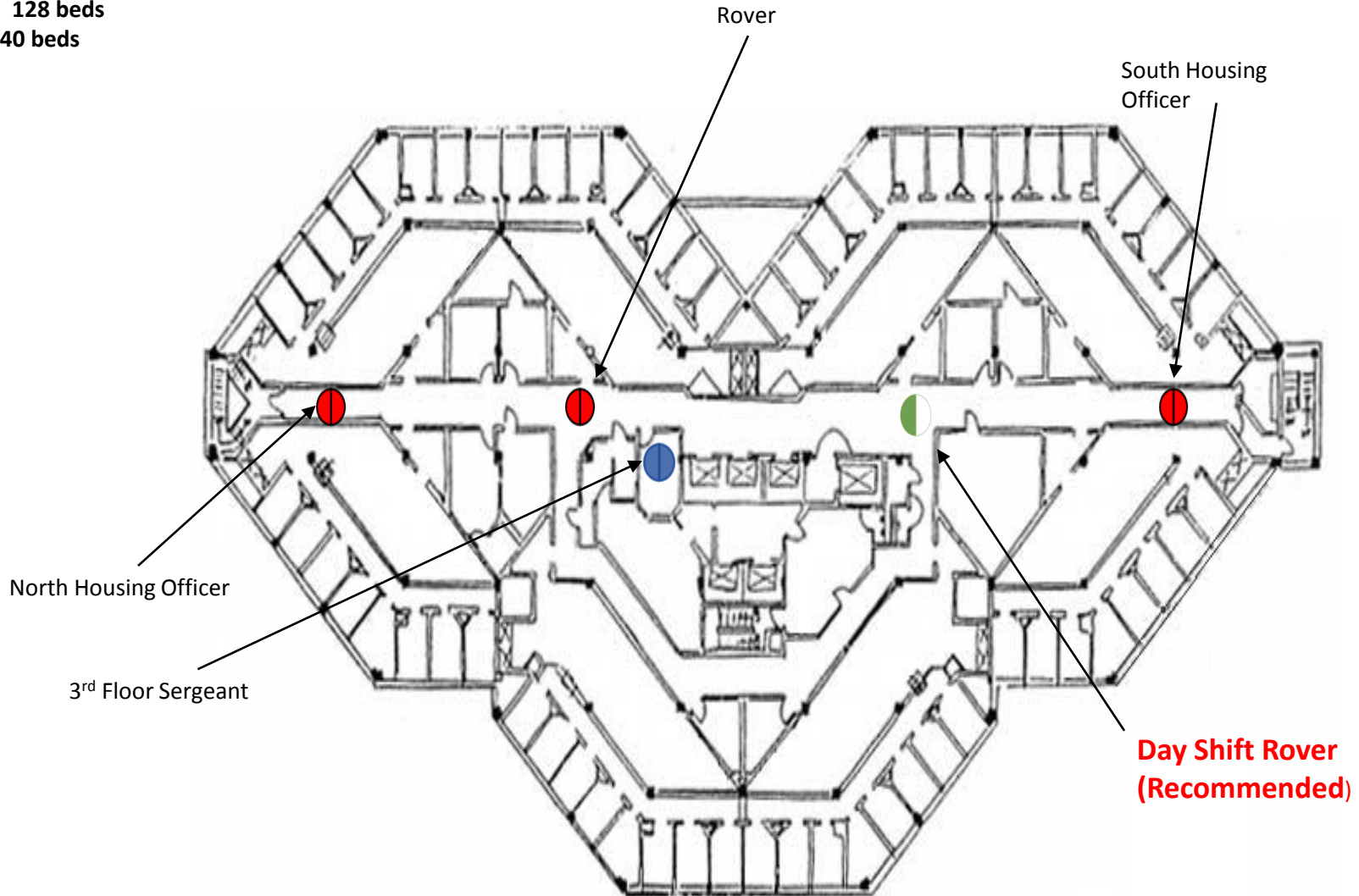- 8 floor temporary housing in the North Gym.

JCDC Third Floor

Male General Population Housing
Design Capacity: **128 beds**
Overflow beds: **40 beds**
Total: **168 beds**

Rover

South Housing
Officer

North Housing Officer

3rd Floor Sergeant

**Day Shift Rover
(Recommended**)

What we know

The Jail is Understaffed

- Increases Risk
- Decreases Safety
- Increases cell time
- Decreases access to programs and treatment

What we know

The Jail Design is Flawed

- Staff intensive
- Constant inmate observation limited
- Little inmate behavior management
- Vertical design adds to staffing needs
- Decreased access to programs and treatment

What we know
Medical and Mental Health

- Area 1 – Use of allocated medical and mental health resources (personnel and space)
  - Security staffing shortages
  - Medical vendor staff hiring and retention
  - Ineffective treatment and stabilization of acute and chronic population

- Area 2 – Need for coordinated, collaborative, and aligned medical and mental health care including alignment with community partners
  - Lack of coordination, collaboration, alignment between medical vendor, mental health security
  - Lack of coordination, collaboration, alignment between jail and community partners

What we know

Medical and Mental Health

- Area 3 – Increased use and consistency of evidence-based programs to manage severely mentally-ill population
  - More use of evidence-based programs to manage severely mentally-ill populations

- Area 4 – Stronger, more reliable system for crisis and suicide response
  - Inadequate intake and classification process for mental health
  - Inadequate Suicide Prevention System

Next Steps

- Meeting of Criminal Justice Implementation Partners
- Continue to collect more data
- Capacity projections
- Facilities recommendations

Recommendations (partial)

- Operations Analyst Position
- New Jail Information Management System (JMS)