

FLORIDA DEPARTMENT OF CORRECTIONS Louie L. Wainwright, Secretary

Office of Inspector General

STRATEGIES TO REDUCE LOCAL JAIL OVERCROWDING

Technical Assistance Series

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Florida Dept. of Corrections

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Exhibit 3. Spec

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PREPARED BY: John H. Dale, Jr., Ph.D. Chief, Bureau of Planning, Research and Statistics with editorial assistance by Carl Kirkland, Deputy Inspector General

Strategies to Reduce Local Jail Overcrowding

With increasing county jail populations, spiraling operating and maintenance costs, court orders, and the enormous expense and lengthy delay involved in new jail construction, alternative strategies designed to reduce local jail overcrowding need to be identified and, where appropriate, implemented.

Conceptually, there are three points in the local criminal justice/correctional process that can be impacted upon in order to reduce or prevent local jail overcrowding. The first category consists of strategies able to impact on admissions or intake. The second category involves strategies designed to impact on individuals awaiting trial or sentencing. The third category consists of strategies designed to impact on disposition or sentencing alternatives. Exhibit #1 is a graphic representation of the local criminal justice/corrections system with potential diversion points identified.

Admission Strategies

Obviously, any program or service that reduces or prevents crime will ultimately impact on admissions to local jails. However, such community anti-crime type programs are generally beyond the scope of this document, which instead focuses on the activities and processes commencing with an arrest.

There are essentially three basic programs, with numerous variations, capable of effectively impacting on local jail NCJRS admissions:

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ACQUISITIONS

- 1. Release on Recognizance;
- 2. Pre-Trial Diversion;
- 3. Citizen Dispute Settlement.

Release on Recognizance (ROR) Programs

The adequacy and effectiveness of the ROR concept has been demonstrated through the anhattan Bail Project. 1 The RCR concept is a program where arrested individuals who are incapable of meeting or raising bail are screened and ρ if found acceptable, released on their promise to return to court when so notified. For ROR programs to be successful they must have the cooperation and support of law enforcement agencies, prosecutors, and the courts. In addition, ROR programs must identify and use reliable and dependable criteria in selecting individuals who can safely be released back into the community pending trial or sentencing.

In Florida, authority for ROR investigations is contained in Chapter 903.03, Florida Statutes, and vests the Department of Corrections with this responsibility when so requested by a circuit court judge. The Department of Corrections conducts ROR investigations at the request of circuit court judges on individuals charged with felonies or misdemeanors under the jurisdiction of a circuit court. The Department of Corrections is not authorized to conduct ROR investigations at the request of county court judges.

Counties wishing to develop misdemeanant ROR programs will need to establish appropriate agencies, restructure existing county probation programs, or redefine contractual duties and responsibilities being performed by existing non-profit probation service agencies. Exhibit 2 is a list of existing local probation agencies in Florida.

Individuals or groups wishing further information on expanding the use of ROR in felony cases and/or in establishing local misdemeanant ROR programs should contact:

Charles E. Ares, Anne Rankin, and Herbert Sturz, "The Manhattan Bail Project," New York University Law Review, 38 (January 1963), 68.

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Mr. Leonard Flynn, Director Probation and Parole Services Program Office Department of Corrections 1311 Winewood Boulevard Tallahassee, Florida 32301 Telephone: (904) 487-2539 or Suncom 277-2539.

Pre-Trial Diversion

The basic idea behind pre-trial diversion programs involves diverting or removing individuals from the criminal justice system before trial or sentencing. In conjunction with careful screening, pre-trial diversion programs intervene and remove consenting individuals from the criminal justice system at the booking, initial appearance, or arraignment stage. Criminal prosecution is withheld for those individuals admitted to pre-trial diversion programs, and is dismissed for those individuals successfully completing all of the program's requirements.

Pre-trial diversion programs quickly remove selected individuals from the traditional criminal justice system, thus enabling them to return to their jobs and families. In addition, those individuals who successfully complete the program avoid the additional stigma of having a criminal conviction or a record of probation.

In Florida, the Department of Corrections is authorized by Chapter 944.025, Florida Statutes, to supervise pre-trial intervention programs. Referrals to this state administered program can only be for first-time offenders charged with a third degree felony, or charged with a misdemeanor after a felony charge has been reduced by a circuit court.

The Department of Corrections is not authorized to accept referrals, conduct background investigations, or to supervise individuals falling under the jurisdiction of county courts.

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Individuals or groups wishing to develop pre-trial diversion programs for misdemeanants will have to revise or restructure local probation agencies or programs, or new service providers will have to be identified. Pre-trial diversion programs require the cooperation and support of prosecutors, judges, and law enforcement agencies. In addition, eligible defendants and their victims must also agree to the program.

Those wishing further information on either the state administered program or on how to establish local misdemenant programs should contact:

Citizen Dispute Settlement Program

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The Citizen Dispute Settlement Program, often referred to as the "Night Prosecutor," or "Neighborhood Justice Center" model, is an attempt to informalize the traditional judicial systems approach to handling minor disputes or offenses.

This program, operating solely on cases screened, approved, and referred by prosecutors, avoids both arrest and formal judicial proceedings for the people involved.

Although there has not been any extensive experience with programs of this type in Florida, other states have implemented the concept. The Columbus, Ohio Night Prosecutor Program, for example, began in 1971. This program:

... provides an out of court method of resolving neighborhood and family disputes through mediation and counseling. The emphasis is on a lasting solution to an interpersonal problem rather than a judgment of right and wrong. The program also

Mr. Leonard Flynn, Director, Probation and Parole Services Program Office Department of Corrections 1311 Winewood Boulevard Tallahassee, Florida 32301 Telephone: (904) 487-2539 or Suncom 277-2539. serves as a forum for bad check cases, and spares prosecutors, police, judges and courtroom staff the workload of minor cases. The average cost per case handled by the program is about \$20 compared to \$100 for prosecution and trial.

Programs of this type require the support and cooperation of both prosecutors and judges. Individuals or groups interested in obtaining additional information about this program should write to the Naitonal Criminal Justice Reference Service, P. O. Box 6000, Rockville, Maryland, 20850, or phone at (202) 862-2900. The publication to ask for is entitled: Neighborhood Justice Centers: An Analysis of Alternative Models.

Pre-Disposition (Mid-Point) Strategies

Pre-disposition strategies are designed to impact on local jail population prior to trial or sentencing, but usually after arraignment.

The number of pre-disposition or mid-point strategies that have been identified and tested are relatively few. Two such strategies, ROR and Pre-trial diversion, have already been discussed under "admission strategies."

Release on Recognizance programs can be utilized up to the time of trial or sentencing, and in some instances they can be employed after a trial pending sentencing.

Likewise, pre-trial diversion programs can receive referrals up to the time of trial or sentencing, and in some instances referral to such a program can be after a trial or a plea has been entered and in lieu of a sentence. In this latter example, successful completion of the program could result in a dismissal or "vacating" of the charges by the court. In this instance, the coverage provided by a pre-trial

²National Institute of Law Enforcement and Criminal Justice, Exemplary Projects, (Washington, D.C., 1979), p.29.

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diversion program can be expanded to include "pre-sentence diversion." Other strategies designed to impact on the local jail population that is awaiting trial or sentencing include: 1. Release to Other Person or Agency; 2. Non-Secure/Alternate Detention.

Release to Other Persons or Agency (ROPA)

The release of a defendant to another person or community agency is a variation of the release on recognizance (ROR) program--with one important difference. By releasing a defendant to a family member, employer, minister, mental health agency, volunteer agency, and the like, the court and the prosecutor have some additional assurance that the individual is subject to at least some supervision or over-sight.

This variation of the traditional ROR program can be readily added to the existing state administered program and it can be built into local misdemeanant programs at the time of their inception.

Individuals or groups desiring further information on this approach should contact:

NON-SECURE/Alternate Detention

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No systematic attempt has been made in Florida to provide non-secure or alternate detention for adults awaiting trial or sentencing. The primary focus suggested by this program

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involves identifying individuals in custody who do not need to be confined in a secure jail or correctional facility and placing them, under supervision, in a non-secure facility.

This approach is a variation of the probationer's residence or half-way house model that encompasses individuals awaiting trial or sentencing.

Facilities for this type of program can include houses, former nursing homes or small motels. Individuals can be required to remain at the non-secure or alternate facility twenty-four hours a day, or the program can accommodate work or study release activities pending trial or sentencing.

Local programs of this type could be county or city operated, or they could be contract programs. Support and cooperation from local law enforcement agencies, prosecutors, and judges would be necessary.

Individuals or groups wishing further information on this approach should contact:

> Mr. Leonard Flynn, Director, Probation and Parole Services Program Office Department of Corrections 1311 Winewood Boulevard Tallahassee, Florida 32301 Telephone: (904) 487-2539, or Suncom 277-2539.

Dispósition Strategies

In addition to a finding of not guilty, there are a number of disposition or sentence alternatives available for judges in Florida. These include:

- (1) Dismissal or "vacating" of charges;
- (2) Suspended Sentence
- (3) Probation with or without adjudication of guilt;

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(4) Fine;

- (8)
- (9)
- (10)

With a focus on decreasing the number of individuals sentenced to county jail or prison terms, one program has been developed that combines the elements of probation, treatment, and restitution in a supervised setting.

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Chapter 944.026 authorizes the Department of Corrections to operate Probation Restitution Centers. These community-based residential facilities provide short-term (usually four months) residential and self-help services to probationers under the supervision of the Department of Corrections. Circuit Court Judges may require as a condition of probation that an individual participate in a Probation and Restitution Center program. In addition, individuals currently under regular community probation supervision may be referred by their Probation and Parole Officers.

The Department of Corrections is not authorized to accept referrals from county courts or from county or local probation agencies. However, there are local "probationer's residences" or half-way houses for local misdemeanant offenders already operating in Florida (see Exhibit 2).

Individuals or groups wishing additional information on the State operated Probation and Restitution Center program, or desiring information on establishing a local "probationer's residence" or half-way house, should contact:

(5) County jail sentence; (6) Week-end type jail sentence; (7) Prison sentence; Restitution;

Community Service/Symbolic Restitution; Treatment (mental health, drug abuse, alcoholism, etc.); (11) A combination of the above.

Probation and Restitution Centers.

Mr. Leonard Flynn, Director Probation and Parole Services. Program Office Department of Corrections, 1311 Winewood Boulevard Tallahassee, Florida 32301 Telephone: (904) 487-2539, or Suncom 277-2539.

Alternate Sentences

The expanded use of sentences other than confinement can reduce local jail populations. Particular mention, though, of the "week-end" sentence is necessary. Individuals occupying jails on a week-end only basis still take up available beds. These beds must be kept vacant through-out the week to accommodate week-end prisoners, and most jurisdictions actually experience an influx of admissions on the week-end.

If the part-time jail sentence is going to be used some thought should be given requiring individuals to serve their time on week nights instead of on week ends.

Another alternate sentence that can be productive involves requiring defendants to perform community work in lieu of serving time in jail. Examples of possible productive community work inlcude: cleaning up roadsides, cleaning up city and/or county parks, washing police and/or fire department vehicles, reshelving books in a public library, and cutting lawns for elderly or disabled residents. The list of possible community work is probably almost limitless. Some productive and necessary community service can be found for every defendant. This service can also be coupled with direct restitution, where the victim is recompensed for all damages or loss.

Determining Type of Alternate Strategies Needed

Each local correctional system has its own unique problems, and each has its own special needs and resources.

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process:

- 1. Identify Existing System;

- 8.

These eleven (11) basic steps will help in an assessment of an existing local criminal justice/correctional system, with a view towards designing and implementing appropriate strategies to reduce or prevent jail overcrowding. A brief explanation of each step follows.

(1) Identify Existing System

The first step is to identify each component and phase applicable to the local criminal justice/correctional process, beginning with arrest and continuing through eventual release from custody.

Each component and its place in the process or flow has to be identified. Capacity rate, number of beds, days required for trial, etc., are also helpful at this point.

Before realistic and effective alternate strategies can be devised and implemented a complete assessment of the local correctional system needs to be done. The following basic steps help simplify the problem identification--problem solution

Determine Movement through System; 3. Determine Characteristics of Offenders at each decision pcint in the system: 4. Identify "Bottlenecks;" 5. Identify resources; 6. Select decision point(s) in the system to impact on; 7. Determine constraints; Devise goals and preliminary objectives; 9. Design strategies; 10. Implement strategies; 11. Monitor and Evaluate Strategies.

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Determine Movement through System (2)

Once the system itself is identified the next step is to determine the numbers of people that go through. This will show how many people are arrested, how many are released on bail, how many are released on their own recognizance, how many go into pre-trial diversion programs, how many remain in jail pending trial or sentencing, how many are placed on probation, how many are fined or receive suspended sentences, and how many are sentenced to jail or prison terms, and so on.

Determine Characteristics of Offenders at Each Decision Point in the System

This step, usually completed in conjunction with step number 2, requires the collection of basic aggregate demographic data about the individuals going through the local criminal justice/correctional system. Examples of necessary types of data are felonies/misdemeanors by level or degree, sex of offenders, age, race, prior offenses, employment, education level, medical status, and length of time in the community.

By collecting and analyzing this data it is possible to develop a demographic profile of the individuals going through and dropping out of the local criminal justice/correctional system.

(4) Identify "Bottlenecks"

This step follows from the completion of the first three steps. Once the system is identified, with capacities shown, and the numbers and types of individuals going through identified, it is usually possible to see where people are "stacking up." Some systems may have one "bottleneck," such as at arraignment, while others may have several "bottlenecks," such as at arraignment, trial, sentencing (pending presentence investigations),

(5) Identify Resources.

This step requires the identification and listing of all available resources -- physical, financial, legal and personnel. This inventory of all available resources provides necessary information regarding the existing system. Further, this data also identifies built-in constraints and serves to further define realistic options. Another use for this information is to provide base-line cost data for comparison purposes once alternate strategies are identified and implemented.

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The completion of all of the steps leading to this point should provide a reasonable indication as to where (and if) alternate strategies need to be introduced or "plugged in" to the local criminal justice/correctional system. Basically, this step requires that the "bottle-necks" be examined in light of available resources.

(7) Determine Constraints

This step requires a detailed study and analysis of the decision point(s) selected for change. All of the possible constraints, physical, legal, financial, procedural, personnel, public opinion, and organization, have to be examined in light of the goal -- to reduce or prevent local jail overcrowding.

Work release programs, for instance, that are implemented without taking into account local job markets, employer resistance, and the like, will probably not do well. Likewise, a probationers residence that is opened in a residential neighborhood without the preliminary community support work being done will in most instances be closed by the public outcry and resistance.

and at the incarceration (county jail sentence) point.

(6) Select Decision Point(s) in the System to Impact On

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(8) Devise Goals and Preliminary Objectives

Once the decision point is identified that needs to be impacted on it is possible to develop goals and objectives. That is, goals and objectives specifying the desired outcome should be written and agreed upon. For instance, it might be decided that half of the jailed individuals awaiting trial or sentencing on misdemeanor charges will be recommended for release on their own recognizance, or maybe all of the first offender misdemenants who have lived in the community over six months will be recommended for placement in a misdemenant pre-trial diversion program within twenty-four hours of arrest.

(9) Design Strategies

This step requires the specific design of strategies or programs to impact at the selected decision point(s). At this step it is necessary to develop specific operational plans or strategies. For instance, it might be appropriate to develop a ROR program to be added to an existing misdemenant probation program. This operational plan should include a description of the problem, how this program will solve or alleviate the problem, operating procedures, specific objectives, organizational structure and placement, and complete costs. Specific format would naturally be dependent on local requirements and on whether or not federal funds were being sought (LEAA, HEW, etc).

(10) Implement Strategies

The alternate strategies () be implemented once they are approved and funded (if necessary) by the appropriate public officials. Some strategies may only require a procedural change, while other strategies would require considerable organizational change, staff increases, and additional funding. The hiring and training of new personnel and locating and preparing facilities takes time. Realistic time-frames should be developed and followed when possible. Many new programs or projects promise too much too soon, and loose public and governmental support when they don't deliver immediately.

(11) Monitor and Evaluate Strategies

The implementation of new strategies is by no means the end of the process. Strategies, programs, or projects that are implemented to prevent or reduce local jail overcrowding should be monitored as to their progress and effectiveness. An on-going assessment of the local criminal justice/correctional system flow and the operation of the new strategy or program within the system will allow for realistic and effective decisions to be made. It may be necessary, for instance, to revise a program or change its operating procedures, or modify the objectives after a few months of operation. Feed-back while a strategy or program is in operation allows for a more effective utilization of total resources.

For further information on procedures for developing local strategies, contact:

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Mr. D. H. Brierton, Inspector General Department of Corrections 1311 Winewood Boulevard, Tallahassee, Florida 32301. Telephone: (904) 488-9265, or Suncom 278-9265.

EXHIBIT 2

MISDEMEANANT CONTRACTS

Jordan Rothbart, Director SALVATION ARMY P. O. Box 52209 318 N. Ocean Jacksonville, FL 32201 (904) 354-5371

Brett O'Brien GADSDEN COUNTY Probation & Juvenile Officer P. O. Drawer 469 14 W. Washington St. Quincy, FL 32351 (904) 875-4277

Joseph L. Powell, Director Office of Court Alternatives ORANGE COUNTY 1 N. Orange Bldg., Suite 606 P. O. Box 3143 Orlando, FL 32802 (S) 356-3696

Ed Nugent, Probation Administrator SANTA ROSA COUNTY County Courthouse, Room 107 Milton, FL 32570 (904) 623-0178

Robert C. Wells, Director PALM BEACH COUNTY 301 N. Olive Avenue, 2nd Floor West Palm Beach, FL 33402 (305) 837-2404

Fred R. Rasmussen, Executive Director PRIDE HALFWAY HOUSE, INC. 311 Hibiscus Street W. Palm Beach, FL 33401 (305) 832-1674

Thomas T. Trettis, Jr. COLLIER COUNTY Collier County Courthouse E. Naples, FL 33942 (S) 551-8114

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George N. Collins, Director Grants and Personnel Department HARDEE COUNTY P. O. Box 1771 Wauchula, FL 33873 (813) 773-3174 Rodney Kendig, County Administrator ESCAMBIA COUNTY P. 0. Box 1591 Pensacola, FL 32597 (904) 436-5783

Daniel K. Gentry, Probation Supervisor LEE COUNTY P. O. Box 1057 Ft. Myers, FL 33902 - (813) 335-2426

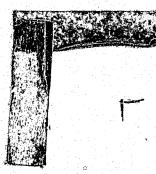
Alan A. Dickey, Judge SEMINOLE COUNTY P. O. Box 1815 Sanford, FL 32771 (305) 647-2531

Sue Fannon, Director THE ALTERNATIVE COMMUNITY SERVICE PROGRAM (LEON 438 Brevard Street Tallahassee, FL 222-1049

Roger S. McCoy, BROWARD COUNTY 501 S.E. 6th Street Ft. Lauderdale, FL 33301 (305) 971-3324

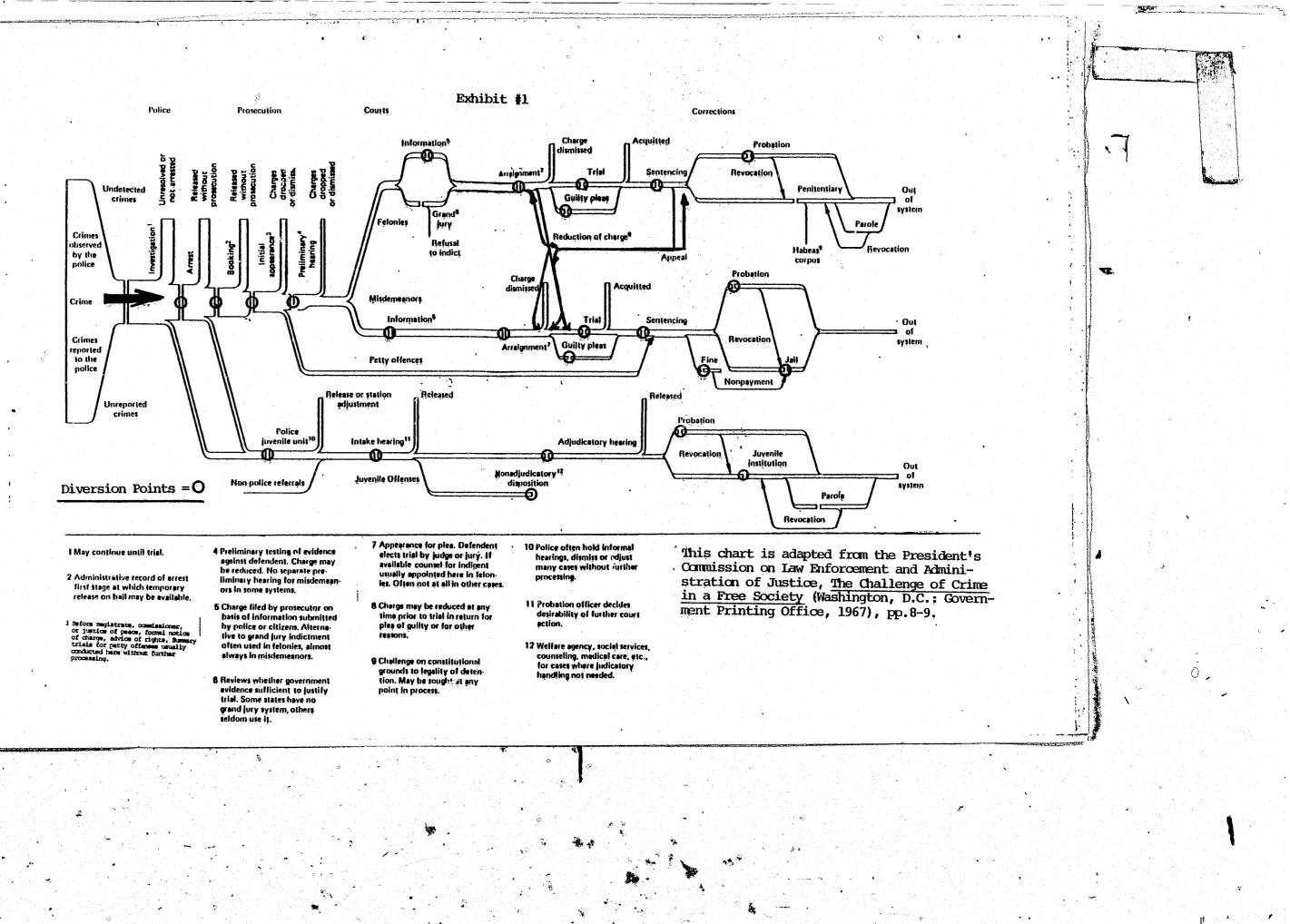
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Probation and Parole Services Misdemeanant Supervision Contracts

REGION I

The Salvation Army:

700 Jenks Ave., Panama City, FL 317 N. Calhoun, Tallahassee, FL 201 Beal, Ft. Walton, FL

Gadsden County Probation Office P. O. Drawer 469 14 W. Washington St. Quincy, FL 32351

Santa Rosa County Probation County Courthouse, Room 107 Milton, FL

Escambia County' P. O. Box 1591 Pensacola, FL 32597

The Alternative Community Services Program 301 N. Olive Ave., 2nd Floor 438 Brevard Street Tallahassee, FL

REGION II

The Salvation Army:

556 Ballough Rd., Daytona Beach, FL 810 University Ave., Gainesville, FL 318 N. Ocean (P. O. Box 525508) Jacksonville, FL 442 E. New York Ave., Deland, FL

REGION III

The Salvation Army:

1138 Peachtree St., Cocoa, FL 320 N.W. 1st St., Ocala, FL 295 Blanding Blvd., Orange Park, FL 624 Lexington Ave., Orlando, FL

Orange County 1 N. Orange Bldg., Suite 605 P. O. Box 3143 Orlando, FL 32802

REGION III - continued

Seminole County (Probation Unit) P. O. Box 1815 Sanford, FL 32771

REGION IV

The Salvation Army:

1398 S.W. First St., Miami, FL 1315 W. Broward Blvd., Ft. Lauderdale, FL 110 S. Dixie Hway. (P. O. Box 128) Lake Worth, FL

Broward County Probation Office Room 535, Broward County Courthouse Ft. Lauderdale, FL 33301

Palm Beach County Court Probation West Palm Beach, FL 33402

Pride Halfway House, Inc. 311 Hibiscus Street W. Palm Beach, FL 33401

REGION V

The Salvation Army:

820 N. Massachusetts Ave., Lakeland, FL 410 N. Ft. Harrison, Clearwater, FL 33517 1424 4th St., Sarasota, FL 107½ S. Evers St., Plant City 33566 3455 Ist Ave. S., St. Petersburg, 33711 1420 N. Fl. Avenue, Tampa, FL 1898 Highway 17 N., Winter Haven, FL

© Collier County Collier Courty Courthouse East Naples, FL 33942

Hardee County Courthouse P. O. Box 1771 Wauchula, FL 33873

Lee County P. 0. Box 1057 Ft. Myers, FL 33902

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COUNTY Highlands Levy Union Marion Sumter Bradford Alachua Hillsborough Lee Charlotte Madison Hernando Palm Beach Dade Duval Manatee

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EXHIBIT 3

SPECIAL LOCAL DIVERSION PROGRAMS

PRELIMINARY RESULTS FROM BCJA SURVEY 1980

| PROB | PTI | ROR |
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At least nine counties in Florida are presently operating formal release on recognizance (ROR) programs. The major incentive for the creation of these programs has been the problem of jail overcrowding. Broward, Dade, Duval, Escambia, Hillsborough, Orange, Palm Beach, Pinellas, and Volusia Counties are operating these programs.

To provide ROR, each of these programs involves some type of interview and information check of eligible arrestees regarding their suitability for recognizance release. The information gained in this way leads either to a decision to release by appropriate jail personnel or to a recommendation to the Judge regarding release at the bond hearing.

Hillsborough County, for example, runs a five person Pretrial Release Program in the county jail. Sixteen hours a day, seven days a week, arrestees are interviewed within an hour of their arrest using an objective point system which awards points for community ties (employment and residential factors), absence of a prior record, and evidence of a good character and likelihood to appear. If the arrestee meets the stated criteria, then the Judge will approve a release on recognizance. The program, operating since 1975 and presently on a grant from LEAA, is highly selective in its releases, releasing about 8½ percent of those interviewed in a recent month, or 3 percent of those arrested.

Dade County has an LEAA sponsored Pretrial Release Program run by the county Department of Corrections. Within 24 hours of arrest, the judge holds a bond hearing. Felons with community ties are released into the custody of the program either at the program's request or at the order of the Judge. The programs provides minimal supervision of those released to their custody, requiring a weekly phone contact and providing notices of court dates.

Alachua County runs a Court Liaison Program originated with LEAA support and now supported by the County. This program, with offices in the county jail, interviews those in jail awaiting first hearing each morning prior to court. After conducting a records check and verfiying this

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information, Court Liaison personnel make recommendations to the judges concerning release at a precourt conference with the judge, state's attorney and public defender. Drug, alcohol, and mental health cases are released to the supervision of the Court Liaison Program. Palm Beach County began a First Appearance Project with the aid of

LEAA in 1977. This project used retired attorneys and other criminal justice Efforts were then made to verify the information given by the arrestees. Approximately 30 to 40 percent of those interviewed receive a positive ROR recommendation, while the judges release about 75% of those so recommended. The other counties run similar programs. Duval County also uses

personnel on a volunteer basis to interview arrestees at the county jail. This information was then supplied to the judge for a release decision. signature bonds as a form of pretrial release. Signature bonds require no deposit placed, but do require a forfeiture in the event of failure to appear. In both Duval and Escambia Counties, the program is run by the jail, and funded by the county. The case management personnel at the Volusia County-Jail conduct their ROR interviews.

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Treatment Alternatives to Street Crime (TASC; Drug Diversion)

-21-

EXISTING @

Escambia County Community Mental Health Center 1000 West Avery Street Pensacola, Florida 32501 (Judicial Circuit 1)

Jacksonville Drug Abuse Program 515 West 6th Street Jacksonville, Florida 32206 (Judicial Circuit 4)

Operation PAR, Inc. 2400 9th Street, South St. Petersburg, Florida 33705 (Judicial Circuit 6)

DACCO

3655 Henderson Boulevard Suite 2-D Tampa, Florida 33606 (Judicial Circuit 13)

Comprehensive Drug Program 7805 N. E. Miami Court Miami, Florida 33138 (Judicial Circuit 11)

Thee Door of Central Florida, Inc. 1710 West Colonial Drive Orlando, Florida 32804 (Judicial Circuit 9)

PROPOSED

Lee County Mental Health Guidance Center - Drug Abuse Unit 1535 Park Avenue 1 Fort Myers, Florida 33901 (Judicial Circuit 20)

Big Bend TASC DISC Village, Inc. P. O. Box 6054 Tallahassee, Florida 32301 (Judicial Circuit 2)

Irvin J. Williams, Ph.D. Director Tom Turner TASC Director

Joe Spatafora Acting Director Ralph Marshall TASC Director

Shirley Coletti Executive Director Ellen Striech TASC Director

Linda Lewis Director Mike Jones TASC Director

Charles Lincoln Director Marshall Farkas, Ph.D. TASC Director

Jerry Feulner Executive Director

TASC Director

Richard Sapp Coordinator

TASC Director

Tom Olk/Ron Kirkland Co-Directors

TASC Director

Volusia County Drug Council, Inc. 440 South Beach Street Daytona Beach, Florida 32014 (Judicial Circuit 7) Lake Sumter Community Mental Health Center, Inc. Rainbow's End Rainbow's End 124 Sinclair Street Tavares, Florida 32778 (Judicial Circuit 5)

Palm Beach County Commission Post Office Box 1989 West Palm Beach, Florida 33402 (Judicial Circuit 15)

Broward Division of Alcohol and Drug Abuse Services 1011 Southwest 2nd. Court Fort Lauderdale, Florida 33212 (Judicial Circuit 17)

For further information on TASC programs, contact; Mr. Jerry McFarland, Associate Planner, Bureau of Criminal Justice Assistance, 530 Carlton Building, Tallahassee, Florida 32301

Telephone: (904) 488-2140

James E. Schuiteman Director

TASC Director

Bert Lacey Executive Director Ann Ruel Coordinator

