

Case Study: Greene County, MO

The Problem:

Greene County, MO recently expanded their jail, but, when combined with 60 new city police, the closing of the city jail, and little overall system management, the “new” jail rapidly filled. In response to surprising levels of crowding shortly after the jail’s reopening and in order to make a plan for the most efficient long-term management of the system, the county contracted with the Institute for Law and Policy Planning (ILPP) to conduct a comprehensive criminal justice system assessment.

ILPP utilized an implementation focused approach for an objective study for improvements in the overall criminal justice system that hold the best interests of the county and its citizens. The major objectives of the study were to:

1. Characterize and project the inmate population and system flow to identify current and future adult and juvenile population types and demand on County alternative programs, facility resources, and overall program finances.
2. Analyze the current staffing budget and workload performance of all the criminal justice and juvenile agencies and recommend financing.
3. Evaluate resulting adult and juvenile detention and court facility and information management needs in the short, medium and long term.
4. Provide the County with an integrated plan that maximizes all resources, people, programs, and facilities to allow for an intelligent and feasible approach to planning and managing a constitutional and effective justice system.

The Solution:

ILPP’s criminal justice assessment, which featured use of senior national justice system experts in “best practice” plus extensive data analysis, of Greene County was concluded in May, 2003. This study resulted in over 60 recommendations outlined in an Action Plan, which structures all the recommendations in priority and chronological order with a commentary aimed at implementation.

Implementation of the Report:

Presiding Judge Miles Sweeney willingly stepped forward to chair implementation efforts as well as the Criminal Justice Coordinating Council (CJCC). He appointed four major task forces to consider the chief areas of implementation and since that time, major implementation steps have been undertaken. The jail population has already fallen and changes in policy and procedures by individual agencies are forthcoming. County Budget Officer, Jeff Reinold stated: “ILPP has assisted us in fostering an environment of communication between all criminal justice agencies. We anticipate that the cost avoidance could be in the millions of dollars.”

For further information on ILPP, please feel free to visit our website at www.ilpp.com or call us at (510) 486-8352.



County of **GREENE** State of Missouri

GREENE COUNTY COMMISSION

940 Boonville Avenue
SPRINGFIELD MO, 65802
(417) 868-4112

DAVID L. COONROD
Presiding Commissioner
DARRELL DECKER
Commissioner 1st District
JIM PAYNE
Commissioner 2nd District

June 5, 2003

Mr. Al Kalmanoff
Institute for Law and Policy Planning
2613 Hillegass Avenue
Berkeley, CA 94704

Dear Mr. Kalmanoff:

The members of the Greene County Commission are extremely pleased with the efforts of Institute for Law and Policy Planning (ILPP) in working with our community on an assessment of our criminal justice system. We have recently received the final document entitled *Criminal Justice System Assessment Final Report* and we are now beginning to implement a variety of programs directly resulting from this important study. We believe that our community will directly benefit from the recommendations contained within this important report.

We are confident that by implementing the recommendations suggested, we are fostering better working relationships between our courts, law enforcement personnel, and related administrative activities here in Greene County. Furthermore, these coordinated efforts should assist in making our justice system more efficient and productive. Lastly, we are hopeful that the overcrowding of our jail and our juvenile justice program will be minimized as a direct result of the assessment provided by ILPP.

We would like to complement you and your staff for assisting our jurisdiction and providing Greene County with recommendations to improve our judicial system. We recognize that the implementation of the recommendations stemming from your study is a work in progress. We appreciate the hard work and professionalism exhibited by you and your organization in assisting Greene County.

Sincerely,

David L. Coonrod
Presiding Commissioner

Darrell Decker
Commissioner District 1

Jim Payne
Commissioner District 2



STATE OF MISSOURI
CIRCUIT COURT, 31ST JUDICIAL CIRCUIT
JUDICIAL COURTS FACILITY
SPRINGFIELD, MISSOURI 65802
(417) 868-4089

THOMAS E. MOUNTJOY
Circuit Judge, Division 4

MELISSA SCOTT
Secretary
EDIE NELSON
Court Reporter
PAUL BLACKWELL
Bailliff

October 6, 2003

Alan Kalmanoff
Executive Director
Institute for Law & Policy Planning
P.O. Box 5137
Berkeley, CA 94705

Dear Mr. Kalmanoff:

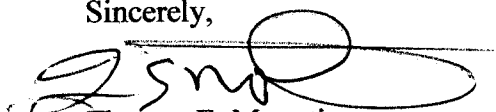
This letter is to express my deepest appreciation to you and your team members who were involved in the development and preparation of the Criminal Justice System Assessment Study for Greene County Commission on May 6, 2003. The report was well written, detailed and complete. I was impressed with the positive recommendations for improving the current processes and procedures at the Juvenile Court.

As you know, I have been appointed Chairperson of the Juvenile Committee, which is responsible for overseeing the review and implementation of this report. I am happy to inform you that, as a result of this study, many positive administrative changes have already taken place to improve the day-to-day operations of the Juvenile Division. The committee's goals are to continue to seek more efficient and effective processes to better serve the citizens of Greene County.

In addition, I want to express my appreciation for your availability and willingness to follow up and follow through with our many continued requests for assistance, even after the completion of the study. Please know that your guidance and cooperation in answering our inquiries have been invaluable.

Again, thank you for doing a thorough and professional study of the Criminal Justice System. Should you have any questions, please do not hesitate to contact me at (417) 868-4089.

Sincerely,


Thomas E. Mountjoy
Circuit Court Judge, Division IV



STATE OF MISSOURI
FAMILY COURT, 31ST JUDICIAL CIRCUIT

JUDICIAL COURTS FACILITY
SPRINGFIELD, MISSOURI 65802
(417) 868-4089

THOMAS E. MOUNTJOY
Circuit Judge, Division 4

JAMIE KEISKER
Secretary

Margie Vance, MBA
Family Court Administrator

September 8, 2003

Alan Kalmanoff
Executive Director
Institute for Law & Policy Planning
P.O. Box 5137
Berkeley, CA 94705

Dear Mr. Kalmanoff:

The purpose of this letter is to express my most sincere appreciation to you and your team members who participated in the preparation of the Criminal Justice System Assessment Study for the Greene County Commission on May 6, 2003.

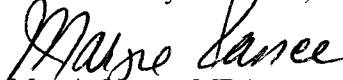
As the new Family Court Administrator for the Family Court Juvenile Division, I found the report to be thorough, detailed and well written. The findings of the study identified specific strengths, weaknesses, opportunities, and threats for each department and division. The information and statistical data contained therein were applicable to our city and county. These efforts demonstrated a serious commitment from your staff to present to the County Commissioners relevant information pertaining to its target audience.

In addition, the recommendations for change were thought provoking and it caused me to stop and analyze both short and long-term goals for the Family Court. I am, however, happy to report that Presiding Judge Sweeney organized five committees to address their respective sections of the report

In closing, please know that I am extremely satisfied with the results of the final report. I continue to utilize the study as a measuring tool to guide me in my decision making process. Again, thank you for your professionalism and expertise. The Greene County Commission certainly made the best decision in choosing your company to conduct said study.

Should you have any questions, please do not hesitate to contact me at (417) 829-6104.

Professionally submitted,


Margie Vance, MBA
Family Court Administrator

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