

A Vision for Criminal Justice in Pierce County



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PARTICIPANTS

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..... Chief Rob Masko
..... Chief Martha Karr
..... Captain Brian Sutherlin
..... Contract Services Manager Julie Williams
..... Assistant to the Sheriff Joy Showalter
Prosecuting Attorney..... Prosecutor Mark Lindquist
..... Sr. Deputy Prosecuting Attorney Phil Sorensen
Superior Court Judge Tom Larkin
Juvenile Court Administrator Shelly Maluo
..... Juvenile Court Manager Dave McGovern
..... Probation Manager TJ Bohl
District Court Administrator Chuck Ramey
..... Judge Jack Nevin
..... Judge Maggie Ross
Medical Examiner Dr. Thomas Clark
Court Clerk..... County Clerk Kevin Stock
Assigned Counsel..... Director Michael Kawamura
..... Chief Deputy Attorney Dick Whitehead
..... Division Chief, Sr. Attorney Denise Whitley
..... County Attorney 4 Mike McNerthney
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..... Council Assistant Susan Matthews

EXECUTIVE SUMMARY

In an effort to plan for the needs of the criminal justice system in Pierce County, a group representing all Criminal Justice Agencies in the County was convened in June of 2010 and met regularly between June and November. The group consisted of representatives of the Sheriff's Department, Prosecuting Attorney's Office, Superior Court, District Court, Juvenile Court, Medical Examiner, Court Clerk, Assigned Counsel, the County Council and the County Executive's Office.

The group reviewed the mission and current structure of each Agency and then assessed current and proposed approaches to interaction and collaboration. It also considered current and future challenges confronting each of the agencies individually and as the entire criminal justice system.

Four main themes emerged:

1. Demand for criminal justice services in Pierce County currently outstrips resources of Pierce County Criminal Justice Agencies to meet that demand.
2. Economic recovery from the current recession in Pierce County will be accompanied by substantial growth in County population. This, in turn, will cause a further increase in demand for criminal justice services.
3. To improve current service delivery and to meet additional population-driven demand it will be necessary to:
 - Increase coordination and cooperation between agencies.
 - Develop additional information technology to improve the sharing and transmittal of criminal justice information.
 - Provide additional resources to bring capacity to deliver services in conjunction with the demands for service.
4. Even with efforts at closer cooperation and improved information technology, it will be necessary to expand criminal justice system resources as the population increases.

The group's members made a commitment to continue to pursue policies and practices aimed at improving coordination and cooperation between Agencies.

The group recommended that the County launch efforts to upgrade criminal justice information systems.

The group also recommended that the County determine how it will finance incremental growth in its Criminal justice system in order to (a) rebuild capacity to deliver services after the recession and (b) keep pace with a growing level of demand as County population approaches one million residents.

INTRODUCTION

***“Where there is no vision, the people perish. But he who keepeth the law, blessed is he.”
Proverbs 29:18***

Much has been written about the need for organizations to plan and prepare for the future. But in Pierce County Washington, very little has been done in order to plan for the needs of a vital aspect of civic life: the criminal justice system.

In this document, this situation is addressed and begins to be corrected. This document compiles information provided by all agencies in the Pierce County Criminal justice system and charts a path forward for that system and for its individual elements over the coming five to eight years.

In June of 2010, all elements of Pierce County’s Criminal justice system consisting of Superior Court, County Clerk, Medical Examiner, Prosecutor, Sheriff’s Law Enforcement, Sheriff’s Jail, Department of Assigned Council, District Court, and Juvenile Court gathered on a regular basis to achieve several important goals. These goals were: (1) to reflect on the role of each agency with regard to the others in the criminal justice system; (2) to reinforce the cooperative role of these agencies toward building a strong, fair system; and (3) to determine what each agency will need to deliver strong, effective, efficient criminal justice services in Pierce County over the next five to eight years.

This co-operative effort was prompted by a news paper opinion-editorial piece (See Appendix 1) noting the lack of criminal justice system planning and preparation for the future.

The editorial expressed concern that such an important function of criminal justice had not generated more concern, more interest and a more careful planning effort. It noted that within five to seven years, the population of the County was likely to grow from over 800,000 to over one million and that Criminal Justice Agencies from law enforcement to the courts to the medical examiner were not prepared to manage this growth.

The editorial then provided a suggested solution involving formation of a task group consisting of representatives of all County Criminal Justice agencies. The task group’s aim: to identify additional approaches to cooperation and coordination of effort **and** to identify the resources needed to go from an under-funded system serving 800,000 people to a properly funded system serving a population of one million.

The task group, known as the “Pierce County Criminal Justice Vision Group”, met seven times between June 2010 and November 2010.

Each agency represented in the group provided a description of its mission, organization, existing challenges and its needs in order to properly and adequately fulfill its mission.

Meetings of the group involved each agency discussing how the others could better help that agency carry out its mission and responsibilities within the boundaries of the law and proper practice.

Over the course of the meetings, the group discussed and debated ways to improve communication and cooperative practice; noted ways of changing policies and practices to accommodate the mission of other agencies; and discussed resources needed to provide stronger, better Criminal Justice system services in Pierce County.

This document provides a description of each agency, the results of the noted discussions and each agency's projections of what it would take to properly serve a population of one million people.

The deliberations and this document were produced with minimum resources. Representatives of each agency met over brown bag lunches and existing staff time was used to provide input to compile and edit this document.

Working together the agency representatives identified numerous ideas for improving the system as it stands through changes in policy and practice.

In addition, each agency representative, in consultation with colleagues within that agency, provided a description of the resources necessary for that agency to properly do its job and meet the needs of County residents when Pierce County's population increases to one million people.

The results of the Vision Group will be submitted to the Pierce County Executive, the Pierce County Council, all Pierce County Criminal Justice Agencies and the public.

As intended when the Pierce County Criminal Justice Vision Group was formed, the group has disbanded with the completion and distribution of this document.

THE IMPACT OF POPULATION GROWTH

It is not difficult to project considerable growth in the population of Pierce County over the next several years. The precise extent of the growth and exact pace of growth is more difficult to predict. That there will be substantial growth is widely recognized and not in dispute.

Likely Extent of Population Growth

Currently, Pierce County's economy is not as robust as it has been in the past. This is reflected in the devaluation of the housing market, the restricted access to credit, and lack of growth in business and high unemployment. These and other factors related to the economic downturn have limited population growth to approximately one per cent per year in Pierce County for the past two years. This figure would likely have been substantially under one per cent if it were not for the increases at Pierce County military installations of Joint Base Lewis-McChord.

By contrast, in the period of 2005-2008, the population of unincorporated Pierce County grew at a rate of over 2% per year which is a fairly substantial rate of growth for a large County. The various larger municipal jurisdictions showed a slightly less robust growth rate but none the less have increased at a steady rate.

There is reason to believe that this growth rate may resume or show an increase as the economy recovers.

The drivers of increased population growth will include:

- The growth of Joint Base Lewis-McChord and the existence of the Port of Tacoma.
- Recent completed and planned improvements in transportation corridors (e.g. freeway widening, improved interchanges, improved North-South corridors, light rail access and expansion plus access to economic/employment centers (e.g. City of Tacoma, Port of Tacoma, Joint Base Lewis McChord, Seattle metropolitan area).
- A strengthening of infrastructure and amenities both within the County and within the Seattle metropolitan area. Examples include more sophisticated medical facilities, additional higher education options (e.g. University of Washington Tacoma), as well as on-going access to cultural and recreational opportunities and retail shopping venues.
- Large amounts of relatively low cost undeveloped land for building sites situated adjacent to or within easy access to transportation corridors and a significant amount of relatively low cost undeveloped land with waterfront access or panoramic mountain views.

Each of these issues - - -transportation accessibility and access to economic- job centers; infrastructure and amenities ; and land availability / land cost - - -make Pierce County unincorporated and municipal jurisdictions an attractive place to build, locate, and relocate thus enabling and encouraging population increases over the next several years.

Existing studies and projections of growth have been conducted by several organizations. For example, the Puget Sound Council of Governments has projected a population growth of approximately 5 million for the central Puget Sound region over the next 25 to 30 years.

While many factors will influence rate and location of growth, the factors noted above suggest that Pierce County will likely experience at least a proportional amount of that regional growth. Thus, Pierce County can be expected to attract approximately an additional one million people over the next 25 -30 years. This is an additional one million people above and beyond the approximately 814,000 population currently residing within the County.

There is certainly no indication that the end of the economic downturn will boost the Pierce County population to 1.8 million in only a few years. But a growth rate averaging about 2.5% per year would have Pierce County reaching a total population exceeding 1 million in just over 8 years. Again, exact rates of growth are subject to change. Whether the County exceeds one million people in 6, 7 or 9 years, all projections indicate growth which will swell the population considerably in the next several years.

Implications

It is difficult to determine with great precision exactly how such an increase in population would impact each component of the Criminal justice system of the County. But we can be confident of a number of factors: Current criminal justice infrastructure in Pierce County with a population of approximately 814,000 already brings frequent expressions of concern and dissatisfaction from the public.

Response times by Sheriff's Deputies, follow-up investigations, cases brought forward for prosecution, ability to provide defense counsel for indigent defendants, jail space, access to court dockets for criminal trials and civil proceedings, availability and timeliness of autopsies etc. have all been the subject of concern expressed by the general public and parties involved in criminal justice proceedings. The extent of criminal justice services currently available simply does not appear to meet the extent of demand for those services.

The system is currently faced with requests for more service than is provided by the existing Criminal justice system that serves the existing population. The parties involved expect more service to be delivered in a more thorough and expedient manner.

If population grows by up to 20%, and expenditures for Criminal Justice remain constant in terms of dollars currently spent, the system will obviously fall further and further behind.

This assertion is not speculative. We know that the current population is under-served by the criminal justice system as it is currently constituted. Simply adding to the population side of the equation will certainly not improve the volume and the quality of service.

A key issue, here, of course is demand. What will be the impact of population increase on the demand for criminal justice services?

Experience from jurisdictions nationwide indicates that larger, more densely populated jurisdictions have a rate of criminal justice system demand that is greater than that of smaller, less densely populated jurisdictions.

From this, we can conclude that a larger, more urbanized and more densely populated Pierce County would have more demand on its Criminal justice system than we see today. Demand for criminal justice services will increase as the population and population density of Pierce County increases.

It is recognized that the extent and character of public demand for criminal justice services is impacted by number of variables. These include integration of communities and the existence of informal modes of social control; age demographics; degree of mobility and transience in the population; rate of reported crime and rate of crime which occurs but is not reported; familiarity of population with the workings of the criminal justice system as well as the perceived and actual effectiveness and efficiency of the system.

Most of these variables are impacted by population growth in a way that tends to increase demand for service while decreasing satisfaction with service when demand outstrips service delivery. When system capacity fails to keep pace with system demand, these difficulties are compounded.

The criminal justice system is also impacted by legal requirements imposed through new statutes and through case law. Thus, in the last several years, the local criminal justice system has been required to make regular checks on convicted sex offenders; collect DNA samples for those convicted of felony crimes and many lower level crimes. As volume of cases increase the volume of these processing requirements will also, by definition, increase.

State and Federal courts and legislatures show no sign of reducing the number and complexity of processing requirements which must be met by local Criminal justice agencies. For example, over the past year alone, local agencies have faced additional requirements due to other unfunded mandates such as the Prison Rape Elimination Act (P.R.E.A.) and State funding traffic safety programs that created 10,900 additional infraction filings in court and impact on the Prosecutor's Office of at a minimum of 600 cases in a 12 month period.

While it is impossible to predict exactly what additional requirements will be imposed on Pierce County, we can be confident that additional mandates, quite likely unfunded mandates, will be imposed. It will fall on Criminal Justice agencies in Pierce County to accommodate these mandates even as they strive to deal with increased volumes of work brought on by population growth.

CONSOLIDATED STATEMENTS

MEDICAL EXAMINER

MISSION STATEMENT	
Medical Examiner	The mission of the Medical Examiner's Office is to serve the living through the investigation of sudden, unexpected, unexplained, suspicious and all violent deaths. Services include investigation of sudden and unnatural deaths and counseling of families regarding manner and cause of death.
CURRENT STRUCTURE	
Medical Examiner	The Medical Examiner's Office has three divisions. There are two forensic pathologists who supervise death investigation and perform autopsies and inspections. They are assisted by three full-time autopsy technicians. A group of seven full-time investigators provides 24-hour, 7-day death investigation coverage for Pierce County. The 3-person administrative staff manages the budget, accounting, and provides transcription and other administrative support of case files.
ON-GOING CHALLENGES	
Medical Examiner	<ul style="list-style-type: none"> • Our outdated, inadequate information system results in inefficient use of staff time, and failure to meet the expectations of the public and needs of other agencies. • We have frequent injuries as a result of transporting bodies, resulting in increased cost, and staff shortages. • The case load is too high to be managed by two full-time forensic pathologists. • Our radiograph equipment is 20 years old, and film based, time consuming, and has significant environmental impact.
MOST SERIOUS CHALLENGES	
Medical Examiner	<ul style="list-style-type: none"> • There is an increasing demand to cover a growing population. • We have insufficient resources to properly respond to a mass disaster.
INTERACTION WITH OTHER AGENCIES IN CRIMINAL JUSTICE SYSTEM	
Medical Examiner	<p>The Medical Examiner's Office is called by law enforcement agencies or other first responders to investigate deaths. We depend on those agencies to provide background information in a timely manner. Following the completion of our reports, we provide our summaries to the referring agencies. In addition, our reports are used by the public and the courts to resolve civil and criminal issues.</p> <p>Agencies with whom we cooperate include:</p> <ul style="list-style-type: none"> • Sheriff's Department • Police departments • Fire departments • Law Enforcement Support Agency (L.E.S.A.) • Prosecuting Attorney's Office • Department of Assigned Counsel • Pierce County Superior Court

COLLABORATIONS WITH OTHER AGENCIES	
Medical Examiner	The Medical Examiner's Office is not a law enforcement agency. It does interact significantly with law enforcement agencies, as above, but does not have a collaborative relationship.
IMPLEMENTATION OF CHANGES TO ACCOMPLISH MISSION	
Medical Examiner	<ul style="list-style-type: none"> • We began the preliminary design phase of a new information system. • We have updated our computers and other equipment, insofar as budget allows.
CHANGES TO BETTER ACCOMPLISH MISSION	
Medical Examiner	<ul style="list-style-type: none"> • New paperless web-based case management system to share information electronically. • Increase the investigative staff. • Building modifications to improve safety and security. • Upgraded and integrated equipment, such as for radiographs and fingerprints.
ADDITIONAL COLLABORATION/ACCOMODATION	
Medical Examiner	The ability to gather and share information electronically with other agencies would greatly improve our efficiency, and ability to deliver accurate, timely results.
WHAT IS REQUIRED TO CREATE THE CHANGE	
Medical Examiner	The single biggest obstacle is funding. It will require a significant investment to make modifications to the building, update and maintain equipment, write and implement a new information system, and maintain staffing at adequate levels. There are no significant legal or other constraints to accomplishing these goals.
CHALLENGES IN NEXT FIVE YEARS	
Medical Examiner	<ul style="list-style-type: none"> • Population growth in the County will increase the workload and service demand for ongoing autopsies • Increasing caseload relative to process investigations • Increasing expectations (i.e. death certificates) from those we serve.
FUTURE ORGANIZATION & STRUCTURE	
Medical Examiner	The office was recently restructured to better reflect the needs of the office and affected the efficiencies and the workflow of day-to-day operation. Our current organization structure provides an efficient and appropriate way to work through challenges of the future.
RESOURCES NEEDED TO ACCOMPLISH GOALS/OBJECTIVES/TASKS	
Medical Examiner	As above, the biggest need is for adequate funding.

SUPERIOR COURT

MISSION STATEMENT	
Superior Court	It is the mission of the Superior Court to actively manage the business of the court so as to provide for fair, prompt, and efficient resolution of disputes; to provide due process and individual justice in each case; and to maintain independence and parity as an equal branch of government.
CURRENT STRUCTURE	
Superior Court	<p>The balance of the Judges are assigned to alternating criminal and civil panels:</p> <ul style="list-style-type: none"> • 2 to Juvenile Court • 2 to Family Court • 1 to Drug Court • 8 court commissioners • 4 handle primarily family law matters but not exclusively • 1 to Western State • 2 to Juvenile Court • 1 to criminal court (grant funded position to expire mid 2011) <p>Professional Support Staff:</p> <ul style="list-style-type: none"> • 23 Judicial Assistants (1 grant funded position to expire mid 2011) • 22 Court Reporters • 25 Administration staff (1 grant funded drug court coordinator)
ON-GOING CHALLENGES	
Superior Court	<ul style="list-style-type: none"> • Inadequate funding. The County General Fund revenue was \$268.5 million in 2009. It is projected to be about the same for 2011. Superior Court's budget will have decreased in this same time period while internal expenditures inexorably rise. • Inadequate personnel levels. Superior Court was a personnel-lean operation <u>before</u> the current economic downturn. Increased demand on the court for services only complicates the difficulty. • Increasing mandates. The public and legislative authorities increase their expectation of what the courts can and should do. So too has evolving notions of the quality and quantity of the process to be provided in both civil and criminal litigation. In these ways, demand for services from the court continues to increase. If anything, such demand increases during times of economic difficulty. Also contributing to the time required to accomplish court tasks is the significant increase in the number of self represented parties. Self-represented parties slow the court in several ways: 1) they require more explanation to assist them with court procedure; 2) they raise issues that are legally irrelevant and consume time to dispose of or explain to the party; 3) their submissions are frequently illegible or nonsensical; and, 4) they omit information or procedural steps thus requiring more time and effort to discover the omission and to correct it. • Computer programming limitations. A way to try to do more with less is to

	<p>thoughtfully automate processes and procedures in such a way as to reduce staff work on mundane tasks. The goal is to free the staff from such work and redirect them for other either - increased or different - work. One tool that has been employed in recent years is the court's computerized data system, the Legal Information Network Exchange or LINX. But LINX programming time is now expected to be significantly impaired for several years due to a need to reprogram/overhaul its basic software.</p>
MOST SERIOUS CHALLENGES	
Superior Court	<p>Inadequate funding and insufficient personnel. The concurrence of flattening or reduced revenue to the court with increased internal expenditures and increased demand on court services has so squeezed the court that it is ill-suited to sustain further budget reductions. To do so would seriously impact the Court's ability to carry out its mission. In addition to employee furloughs, the court has had to cut Drug Court, to reduce the number of days conducting jury trials and substituting non-jury trial work, to eliminate the pro tem Judge program as well as to reduce the amount of many line items of its budget.</p>
INTERACTION WITH OTHER AGENCIES IN CRIMINAL JUSTICE SYSTEM	
Superior Court	<p>Superior Court chairs the Criminal Procedures Committee involving:</p> <ul style="list-style-type: none"> • Members of the Court • Prosecutor's Office • Department of Assigned Counsel • Jail • Department of Correction • Members of the private criminal bar <p>This Committee provides a forum to discuss issues impacting all of the above stakeholders and investigates possible changes to improve the overall system.</p>
COLLABORATIONS WITH OTHER AGENCIES	
Superior Court	<p>In April 2009 we began a project to pre-assign Class "A" felony cases originating in the Prosecutor's Trial Unit 4 (special assault unit). Recently, this project was expanded to include Class "A" Trial Unit 1 (robbery) cases. Last year we began meeting quarterly with representatives of the Clerk of Court to collaborate on procedures and work flow issues. The Court continues to meet with other Criminal Justice Agencies to discuss collaborative ways to work together and problem solve solutions relative to limited resources and staff available to accommodate the workload.</p>
IMPLEMENTATION OF CHANGES TO ACCOMPLISH MISSION	
Superior Court	<ul style="list-style-type: none"> • Received stimulus grant which funded the position of Criminal Court Commissioner (grant to end mid 2011) • Judicial resources have been dedicated to the Sexual Assault unit cases – pre-assigned Judges • Expansion of the Sexual Assault Unit Pre-Assignment Project to include Class "A"- Trial Unit 1- Cases • Approved revision/update to the annual criminal docket adjustment schedule policy. • Established new calendar, proceeding types, and limits for the new Criminal

	<p>Court Commissioner</p> <ul style="list-style-type: none"> • Approved revision/update to the criminal re-assignment policy • Approved revision/ update to mandatory booking bail schedule • Approved revision/update to legal financial obligations summary chart • Approved revision/update to protocol for reporting department status policy • Approved revision/update to 2010 felony plea forms • Approved revision/update to authorized electronic home monitoring service provider list • Approved revision/update to CDPJ/CDPV on Friday morning policy • Approved revision/update to CDPJ assignment of civil cases from the overflow docket policy • Approved revision/update to Department status notification/acceptance of cases policy. • Established procedures to more effectively manage 270+ cases. (I.e., CCC “gatekeeper” implementation). • Approved revision/update to sentencing retention policy. • Developed criminal goals and measures in collaboration with the Prosecutor’s Office and Defense Bar to reduce the pending backlog • Implementation of Firearm Forfeiture/Surrender Procedure in Superior Court on felony Domestic Violence cases • Implementation of new plea paperwork completion requirement in an effort to reduce cancelled plea dates and increase backlog reduction. • Revised PCLR changing the Mandatory Review Hearings on RALJ Appeals from 4 months to 6 months. • Expansion of Pre-Trial Conferences to every trial unit and class of felony. • Helped to develop, test and finally to implement an electronic court order project. In 2010, the arraignment calendar began to use court orders developed electronically in real time in the courtroom to save on time spent on paper handling both in the courtroom and by the Clerk. It will also have the effect of making such orders more legible and understandable to defendants and it should reduce filing errors.
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CHANGES TO BETTER ACCOMPLISH MISSION

<p>Superior Court</p>	<p>The court is assisting in the expansion of documents which the Electronic Court Order project can create. Electronic filing of court documents will likely be expanded in order to reduce filing time and filing errors.</p> <p>It hopes to improve the functionality of the LINX program for retrieving and filing court documents.</p> <p>The court has an on-going evaluation of its dockets/rotations/methods seeking more efficient and effective ways to do its work. This evaluation includes the Court’s commissioners as well as its Judges.</p> <p>Other changes that would require additional financial resources: <i>e.g.</i> restoration of the pro tem Judge program to do civil work and free-up Judges to hear more criminal proceedings; make the Criminal Commissioner County-funded (currently funded by a federal grant) to free up a Judge; and, hiring staff to improve case management and</p>
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	speed the resolution of cases in the system.
ADDITIONAL COLLABORATION/ACCOMODATION	
Superior Court	<p>Management practices of Prosecutor, Department of Assigned Counsel (D.A.C.), Jail offices impact the Court so more discussion of proposed changes to those practices would help process cases more efficiently.</p> <p>To accomplish these changes it would be necessary to make the following changes in procedures or practices on the part of other agencies:</p> <ul style="list-style-type: none"> • Attorneys/defendants ready/present on time for court hearings. Time is wasted waiting for attorneys to appear or defendants to be transported (to specific courtrooms). • Documents that are anticipated to be used could be prepared (or substantially so) in advance of the proceeding.
WHAT IS REQUIRED TO CREATE THE CHANGE	
Superior Court	<p>We have already identified inadequate funding, inadequate personnel levels and increased mandates as chief difficulties to be overcome. Naturally, increasing the financial resources dedicated to the court would be expected to ameliorate these problems. It is the responsibility of County policy makers to thoroughly review not only the current use and employment of scarce financial resources by every Agency of government but also to prioritize resources among those Agencies in such a manner and to provide the best possible government to the people of Pierce County. Across-the-board cuts are relatively easy but likely do not represent the best allocation of funds.</p> <p>While the application of technology to work processes has increased the productivity of the court in recent years, (including the innovative electronic court order project that is in its infancy) this would not appear to be a significant means for improvement now. Pierce County is struggling to maintain the current functionality of LINX and it is thus reducing the amount of programming time available for making internal improvements while it undergoes a major overhaul of its fundamental software. Until this is completed, technological efforts to speed work will be hamstrung.</p> <p>The adversarial nature of the American legal system creates incentives for aspects of the system to struggle against each other rather than work together. Yet, the court believes that within those institutional limitations, that the Pierce County legal community has been willing to work cooperatively and has, in fact, done so. But this means that these departments do not share the same priorities. And so they do not manage to the same priorities. Indeed, in given cases there may be ethical limitations on the extent to which they can cooperate. Justice agencies are customarily managed by lawyers or officers who are not trained in management practices. However, professional managers for appropriate units of such agencies could be beneficial. Such individuals could create a cadre of managers across departments to improve</p>

	the coordination of such shared system-wide goals such as increasing the pace of case resolution.
CHALLENGES IN NEXT FIVE YEARS	
Superior Court	Legislative changes can be difficult and costly to implement and many times result from incidents that are highly publicized; the mix of cases e.g. more homicides, increase in sexual assault and assault 1 or robbery 1 with firearm enhancements likely result in longer trials. The shifting population may bring challenges if more foreign language defendants enter the system causing a greater reliance on interpreter use; which has the effect of slowing the court hearing/trials.
FUTURE ORGANIZATION & STRUCTURE	
Superior Court	Currently, the court has a useful case management information system but it does not have sufficient personnel to handle case management duties that data generated by the system suggests needs work. Improvements to case management would improve the speed of the cases through the system. The court could use staff capable of analyzing management and case/system data for improved understanding/evaluation of the system and for identifying system bottlenecks or inefficiencies. This can lead to action to improved system performance.
RESOURCES NEEDED TO ACCOMPLISH GOALS/OBJECTIVES/TASKS	
Superior Court	<ul style="list-style-type: none"> • Fill the remaining State approved judicial position (23rd Judge) resulting in an increase in the number of hearings/trials • More staff personnel added to aid in case management functions <p>Goals:</p> <ul style="list-style-type: none"> ➤ Sufficient judicial resources to handle the number of trials ➤ Sufficient staff personnel to actively manage the cases <p>Objectives:</p> <ul style="list-style-type: none"> ➤ Comply with the Advisory Case Processing Standards ➤ Reduce the number of continuances due to insufficient judicial resources ➤ Shift the need for judicial intervention to increased staff monitoring of cases <p>Tasks:</p> <ul style="list-style-type: none"> ➤ Increase the number of trials held/cases resolved

DISTRICT COURT

MISSION STATEMENT	
District Court	The mission of the Pierce County District Court, as an independent and impartial branch of government, is to promote respect for law, society and individual rights; provide open, accessible and effective forums for dispute resolution; resolve legal matters in a just, efficient and timely manner and assure the dignified and fair treatment of all parties.
CURRENT STRUCTURE	
District Court	<p>Criminal Division (located at County City Building in downtown Tacoma): 24 staff (includes 2 supervisors)</p> <p>Civil/Infractions: 20 staff (includes 2 supervisors)</p> <p>Administrative Services: 5 staff (includes 1 supervisor)</p> <p>Probation Division (located in Hess building):</p> <ul style="list-style-type: none"> • PO's -15 staff (includes 2 supervisors) • Work Crew – 9 staff (includes 1 supervisor) • Clerical – 9 staff <p>Information Technology: 3 staff</p> <p>Judges: 8</p> <p>Judicial Assistants: 8</p> <p>Administration: 6 (includes 1 Administrator, 4 Division Managers and 1 Administrative Assistant).</p>
ON-GOING CHALLENGES	
District Court	<ul style="list-style-type: none"> • Shrinking resources in the face of increasing workload. Since 2008 the court has cut its budget more than 1.4 million dollars. This is more than a 10% reduction in the court's budget. The reductions have resulted in the loss of a full time Commissioner position and accompanying staff positions. These reductions have been accomplished through attrition and not filling vacancies. Along with the rest of County government the court has experienced reductions in the budget in 2009, and 2010. In 2011 the reductions target is 2.1% and will result in elimination of 4 staff, and service level impact. • Also during this timeframe the court's workload was significantly impacted. In 2007 the court assumed the program for hearing all toll violations from the Narrows Bridge. There were 112,000 of these cases filed in 2009. • Uncoordinated Emphasis Projects <ul style="list-style-type: none"> A. In the last five years there have been a number of state funded law enforcement emphasis projects funded and undertaken. These are consistently planned and implemented without consideration of the impact they create on the courts, prosecutor, and public defense elements of the criminal justice system. B. The most recent example is the Target Zero DUI Project. This project through the State Traffic Safety Commission, funds 6 additional State Patrol Officers in high fatality areas of the County. The program is for two years, and the Prosecutor projects it will increase DUI filings by at least 600 cases in a 12 month period. In terms of demand on judicial time this is equal to a full judicial officer position, not to mention the impact on probation and clerical

	<p>staff. No meaningful funding is provided, and this could result in a significant number of these cases being plea bargained to lesser charges. Most importantly, even though the County has a DUI coordinator, there has been no pre-planning, or input in advance by the other elements of the County Justice System.</p> <p>C. 2007/2008 Traffic Emphasis Projects These projects created 10,900 additional infraction filings in the court. There had been no pre-planning that involved the District Court. The court received \$30,000 for extra help funding, after the fact.</p>
MOST SERIOUS CHALLENGES	
District Court	The single most serious challenge is meeting the increasing demand for access and services over time, and the ever present challenge presented by the loss of resources due to economic conditions and other factors.
INTERACTION WITH OTHER AGENCIES IN CRIMINAL JUSTICE SYSTEM	
District Court	<p>The court is the forum for the resolution and disposition of cases brought before it by the prosecutor in criminal and criminal traffic cases, as well as disputes filed in civil and small claims by individuals and businesses in the community, as well as anti-harassment matters filed by individuals.</p> <p>Below are the majority of the agencies, organizations and businesses with which the court interacts on an ongoing basis:</p> <ul style="list-style-type: none"> • <i>Law Enforcement Agencies</i> • <i>Prosecutor</i> • <i>DCA (Public Defense)</i> • <i>Bar Association</i> • <i>Department of Corrections</i> • <i>Superior Court /Jury Services/Interpreter Services</i> • <i>WASHDOT</i> • <i>Administrative Office of the Courts</i>
COLLABORATIONS WITH OTHER AGENCIES	
District Court	The District Court works with the Prosecutor and Department of Assigned Counsel to manage the courts large caseload in the most efficient manner possible. An example is a recent successful grant received from the State Traffic Safety Commission to assist Pierce County in addressing the increase in DUI cases resulting from the Commission's TARGET ZERO project.
IMPLEMENTATION OF CHANGES TO ACCOMPLISH MISSION	
District Court	The court has promoted an internal culture of constantly seeking means to improve the effective and efficient execution of its constitutional responsibilities. To that end we maintain a "best practices" assessment process that involves staff, supervisors and managers, and decision making by the full bench.
CHANGES TO BETTER ACCOMPLISH MISSION	
District Court	<p>There are two facility related projects that are of critical importance to the court in the immediate future and in the long term. These are:</p> <p>A. Move from, and closure of the current Hosmer branch court facility in early 2011; and</p> <p>B. Complete remodel of the 5th floor of the County-City Building to provide three new courtrooms.</p>

	In this regard, events and decisions by the County Executive and Council in recent weeks have pushed these projects to the top of the court's priority list for major changes. It also has a dramatic impact on the future structure of the courts calendars and judicial assignment methodology, and involves changes in other agencies that operate in the County City Building (C.C.B.).
ADDITIONAL COLLABORATION/ACCOMODATION	
District Court	<ol style="list-style-type: none"> 1. An additional collaborative effort the court suggests is to explore early screening and/or triage process to identify problem misdemeanor cases at the time of filing with the goal of reducing significant multiple court appearances. This would need to involve the Court, Department of Assigned Counsel and the Prosecutor. 2. Another suggestion is that the Prosecutor assigns a Rule 9 part time, one or two days per week in the court's infraction calendars after the closure of the Hosmer facility in 2011. This could pay for itself and more as well as positively impact the dispositions in many cases. 3. A final effort could be undertaken in collaboration with the County Law and Justice Agencies and Joint Base Lewis McChord to triage cases of active duty soldiers and veterans to coordinate a disposition and treatment approach. This idea will need discussion between all the agencies involved.
WHAT IS REQUIRED TO CREATE THE CHANGE	
District Court	This would require a focused effort and commitment to identify the "problem" cases in advance using previously agreed upon factors that all agree will create a high probability of a high number of court appearances. It is not clear if this would require additional staff resources.
CHALLENGES IN NEXT FIVE YEARS	
District Court	<ul style="list-style-type: none"> • Decreasing resources at the same time the court's workload increases. • The need to expand and improve court facilities to accommodate the growing caseload. • Ever changing legislative mandates.
FUTURE ORGANIZATION & STRUCTURE	
District Court	<p>This is a broad area for discussion and review by the court, and needs to be accomplished in collaboration with the other branches and impacted agencies. It is not possible at this short juncture to provide a meaningful response.</p> <p>On September 21, 2010 the Administrative Office of the Courts issued its 2010 Judicial Needs Assessment for the state trial courts. Based on the court's 2009 filing figures they now project the court should currently be operating with 10 judicial officers. The court currently operates with 8 Judges. To clearly demonstrate the impact of this shortage of judicial resource one need only look at the court's Pro Tem Judge Program that prolifically uses pro tem Judges on a daily basis to prevent the development of a significant case backlog. This is the most critical of all the issues currently facing the District Court.</p>
RESOURCES NEEDED TO ACCOMPLISH GOALS/OBJECTIVES/TASKS	
District Court	The court will need those resources determined to be necessary in order to accomplish its constitutional responsibilities, and avoid the significant reduction of public service and access to the court for the full range of disputes that come before it.

In this regard, the court makes the specific recommendation to provide representation for the State in infraction cases.

The current process is that the officer files a citation with the court and gives a copy to the defendant. If the defendant contests the ticket, a hearing is set. There is no attorney representation for the State at those hearings. If the defendant hires an attorney, the Judge is left with only one side of the argument and, not surprisingly, the tickets are frequently dismissed. In the discussions, it was suggested that the judicial officers were unfamiliar with the law. What is actually happening is that only one side of the law is being argued. Having a representative for the State would “even the playing field” and allow the Judge to make a decision based on the full picture. Having legal representation for the State could also address the problem of officer narratives that are consistently legally deficient.

PROSECUTOR

MISSION STATEMENT	
Prosecutor's Office	To pursue justice, promote public safety and safeguard the public's trust and resources. Our lawyers and support staff apply our core values of Justice, Excellence, Teamwork, Accountability, Integrity and Respect to their daily work.
CURRENT STRUCTURE	
Prosecutor's Office	Currently the Prosecutor's Office employs approximately 230 staff that consists of the following: 110 lawyers 77 criminal lawyers (felony, misdemeanor, juvenile) 33 civil lawyers (civil division, family support) 120 support staff(between the various divisions)
ON-GOING CHALLENGES	
Prosecutor's Office	<p>The challenges include static or shrinking resources (both lawyers and support staff), which make prioritizing the workload critical. We currently strive to provide complete criminal prosecution for all crimes that can be attributed to and proved against offenders, despite staff reductions.</p> <p>Newly developed or recognized crimes (identity theft, for example) that years ago did not exist and are now committed on a fairly large scale.</p> <p>Increases in penalties for certain crimes make it more difficult to quickly resolve cases.</p> <p>Large numbers of violent crimes, especially gang crimes that involve more than one participant. As prosecutions expand beyond a single defendant, case preparation and management becomes increasingly difficult.</p> <p>Court congestions that results in multiple continuousness of cases. This wastes time, costs money, and delays justice.</p> <p>When the inventory of unresolved felony cases rises to certain levels, congestion is created in the court system that prevents timely resolution (either through plea or trial) of criminal matters and takes away court resources from the civil bar.</p> <p>Projects that are undertaken without funding or with significant under-funding issues (Target zero, identity theft, gangs) create strain on a budget already stretched thin.</p>
MOST SERIOUS CHALLENGES	
Prosecutor's Office	<p>The most serious challenges currently facing the Prosecutor's Office are:</p> <ul style="list-style-type: none"> • Continuing to provide all current services with shrinking resources. In the event all current services cannot continue to be provided, prioritizing what will be done and what will be forgone. • Continuing to reduce Superior Court's felony caseload inventory to bring the number down to a level that provides significant relief, while putting in place systems that allow for sustainability.

INTERACTION WITH OTHER AGENCIES IN CRIMINAL JUSTICE SYSTEM	
Prosecutor's Office	<ul style="list-style-type: none"> • Both criminal and civil prosecutors work closely with local and federal law enforcement agencies, in particular the Pierce County Sheriff's Department and the Sheriff's Corrections Bureau. • The Prosecutor's Office works daily with Superior and District Courts, the Clerk of the Court, the Department of Assigned Counsel and the Medical Examiner. • The Prosecutor's Office has an ongoing relationship with partners in the juvenile justice system that includes the Probation Department in addition to Department of Assigned Council, Superior Court and Pierce County Sheriff's Department.
COLLABORATIONS WITH OTHER AGENCIES	
Prosecutor's Office	<p>The Prosecutor's Office is engaged daily with the County Council, County Executive, LESA Records and Information Technology. Our reliance on the LINX system and the substructures LINX supports cannot be overstated.</p> <p>The Prosecutor's Office is continually searching for ways to be more efficient through the use of automated charging systems and continued efforts to reduce reliance on paper forms. These efforts require cooperation with our criminal justice system partners especially IT and the LINX working group.</p> <p>The Prosecutor's Office is engaged in an ongoing search for appropriate grant opportunities in an effort to supplement County funds. These grant proposals frequently require collaboration with law enforcement, the Department of Justice, Safe Streets and other County partners.</p> <p>In order to create an efficient and responsible reduction in the felony case inventory the Prosecutor's Office partnered with Superior Court, D.A.C., the Sheriff's Department Corrections Bureau and the private bar in the felony pre-assignment project.</p> <p>The Prosecutor's Office works closely with the Pierce County Bar Association in an effort to support initiatives important to the legal community.</p> <p>The Prosecutor's Office maintains an ongoing effort to ensure that Department of Corrections complies with the "Fair Share" provisions of SB 6157.</p> <p>The Prosecutor's Office Civil Division provides legal advice to most County agencies.</p> <p>The Prosecutor's Office Family Support Division works closely with Department of Social and Health Services (D.S.H.S.) and the Attorney General's Office creating paternity relationships and enforcing their corresponding financial obligations.</p>
IMPLEMENTATION OF CHANGES TO ACCOMPLISH MISSION	
Prosecutor's Office	<p>Beginning April 2009, the Prosecutor's Office and Superior Court implemented a systemic change in case assignments in which certain Class "A" felonies were pre-assigned to one of four specific courtrooms for prosecution by deputy prosecutors</p>

	<p>assigned to cases in this project only. In August 2010, the project was expanded to include additional Class “A” felony crimes. This successful project has reduced the backlog by about 25%.</p> <p>To accommodate the pre-assignment project and to more accurately reflect current crime patterns, the Prosecutor’s Office has reorganized felony trial teams. The reorganization allows for additional resources to be funneled into targeted crime type areas to address immediate pressures. The reorganization created gang and identity theft teams.</p> <p>To incorporate the philosophies of our Mission Statement and Core Values into the daily routine of the office, the management structure was reorganized. We have commenced organized communications with the Council, the Executive and our other partners including the community at large. The management team is committed to quickly and effectively responding to issues as they arise.</p> <p>We have partnered with Safe Streets, local law enforcement and our justice system partners on a gang initiative that includes components of intervention and prevention in addition to our more traditional role of suppression.</p> <p>The Prosecutor’s Office has formally incorporated community outreach as a means of generating an awareness of the role of the Prosecutor, to provide information related to public safety and to allow the community a forum for feedback.</p>
CHANGES TO BETTER ACCOMPLISH MISSION	
Prosecutor’s Office	<p>Presumably crime will keep pace with an expanding population base. Processing more criminal cases with fewer resources will be an ongoing challenge. The structural changes made by the office will allow for a more flexible internal approach toward allocating resources and discovering efficiencies. Efforts like the creation of a gang team, the felony pre-assignment project, and community outreach are designed to be initial steps toward a more proactive approach to prosecution. Efforts surrounding electronic discovery and court orders are designed to look for and exploit efficiencies. The hope is that these efforts will actually play a role in reducing the crime rate and increase our effectiveness even as our budget shrinks. We will need additional resources as the population expands.</p>
ADDITIONAL COLLABORATION/ACCOMODATION	
Prosecutor’s Office	<p>The conversion, upgrading and expansion of the LINX system are necessary as we continue to look for efficiencies.</p> <p>Improved communications between the justice system partners is necessary to avoid surprise projects that drastically affect County resources (i.e. Target Zero).</p> <p>Improved communications between partners is necessary to derive full value from efficiencies that already exist.</p>
WHAT IS REQUIRED TO CREATE THE CHANGE	
Prosecutor’s Office	<ul style="list-style-type: none"> Continued collaboration with the Clerk’s Office, Department of Assigned Counsel (D.A.C.), Department of Corrections (D.O.C.), Information Technology and law enforcement to identify and capture efficiencies.

	<ul style="list-style-type: none"> • Effective collaboration with Superior Court, D.A.C. and the legal community in order to implement warranted systemic changes. • Continued support from the Executive and County Council for resources to accomplish changes.
CHALLENGES IN NEXT FIVE YEARS	
Prosecutor's Office	<p>Crime and legal theories evolve over time. The next five years will be no exception. The Prosecutor's Office is dedicated to ensuring that its staff remains fully trained and in possession of expertise sufficient to address any issues that arise.</p> <p>General staffing levels will no doubt remain a challenge. The crime rate seems to be constant and will likely keep pace with a growing population. The need for a well-trained, professional and experienced group of prosecuting attorneys and staff will increase over the next five years, even with efficiencies.</p> <p>Having appropriate staff in place to utilize advances in technology.</p>
FUTURE ORGANIZATION & STRUCTURE	
Prosecutor's Office	<p>The Prosecutor's Office has recently reorganized itself to better reflect the needs of the office, our partners and the community. By carrying through on our Mission Statement and Core Values, we will be fiscally sound, innovative, and operationally efficient. Our current structure anticipates a flexible organization that maintains the public's confidence and safety.</p> <p>Many things may affect the organization and structure for the future of the Office. A significant drop in police referrals even with an increase in population would reduce the staffing needs. A significant increase in referrals beyond the rate one would expect to see with a 19% population growth would increase the staffing needs. A significant change in the law (either legislative or court rulings) could have a significant impact. Development of a new and previously unknown crime type (i.e. meth labs, gang activity, identity theft) could create a workload we cannot account for today.</p>
RESOURCES NEEDED TO ACCOMPLISH GOALS/OBJECTIVES/TASKS	
Prosecutor's Office	<ul style="list-style-type: none"> • Sufficient staff to provide high quality public prosecution. • Sufficient staff to support technology changes and improvement. • 18 additional deputy prosecutors • 36 additional support staff • Increase from 225 full time employees to 279 full time employees

DEPARTMENT OF ASSIGNED COUNSEL (D.A.C.)

MISSION STATEMENT	
D.A.C.	The mission of the Department of Assigned Counsel is to provide and administer a public defense system that assures eligible people receive professional and effective representation while efficiently utilizing public resources.
CURRENT STRUCTURE	
D.A.C.	<p>D.A.C. currently maintains a staff of approximately 100 (80 attorneys, 20 Non-Attorney Staff). The Agency consists of:</p> <ul style="list-style-type: none"> • Adult Felony Division <ul style="list-style-type: none"> Trial Unit Early Disposition Unit • Adult Misdemeanor Division <ul style="list-style-type: none"> Pierce County District Court #1 Tacoma Municipal Court Other Municipal Courts (Gig Harbor, Fircrest, Ruston) • Juvenile Division <ul style="list-style-type: none"> Delinquency Dependency Family Support Contempts Truancy/AT Risk Youth/Children in Need of Services • Involuntary Civil Commitment <ul style="list-style-type: none"> Western State Hospital
ON-GOING CHALLENGES	
D.A.C.	<p>The single greatest obstacle to the provision of effective assistance of counsel is the number of cases each attorney is required to maintain. This fact has been formalized by the adoption of caseload standards for full-time defenders by the Washington State Bar Association in 2007, and by a recent Washington State Supreme Court decision, <u>State v. A.N.J.</u>, 168 Wn.2d 91, 225 P.3d 956.</p> <p>D.A.C. attorneys traditionally have been at or above caseload standards in all divisions. The impact of this work load is further exacerbated by the economic climate of the past two years. Layoffs, support staff reductions, line item reductions, and furloughs have placed staff in a situation where many are working above recognized capacity, with less support and a shorter work time in which to accomplish necessary tasks.</p>
MOST SERIOUS CHALLENGES	
D.A.C.	Maintaining adherence to Bar Association standards is our greatest challenge. These standards reference attorney maximum caseloads, support staff to attorney ratios, provision of investigation, expert services, and continually updating knowledge regarding technological advances in areas affecting forensic evidence.

INTERACTION WITH OTHER AGENCIES IN CRIMINAL JUSTICE SYSTEM

<p>D.A.C.</p>	<p>The following Agencies interact with D.A.C. in the Pierce County Criminal justice system:</p> <ul style="list-style-type: none"> • Pierce County Superior Court • Pierce County District Court • Prosecuting Attorney’s Office • Sheriff’s Department • Tacoma Police Department • Tacoma Municipal Court • Information Technology Department • Pierce County Superior Court Clerk <p>D.A.C. interacts with the above Agencies in the following ways:</p> <ul style="list-style-type: none"> • Scheduling and operational protocols of courts in Superior Court, Remann Hall, District Court, Tacoma Municipal Court <ul style="list-style-type: none"> – Protocols – Sexual Assault Unit (S.A.U.) Pre-assignment – DUI Emphasis • Access to and related case information for clients who are confined in the Pierce County Jail and associated issues involving court transportation of inmates to and from court appearances. (Sheriff’s Department, Jail Mental Health, Pre-Trial Services) • Efforts of Superior Court, District Court, Prosecuting Attorney, Juvenile Court, Superior Court Clerk and Information Technology relating to Case Management System (LINX). • Process of transfer information and mandated materials from criminal justice departments (e-Filing, discovery, impacts of movement to paperless systems, etc.). <p>Summary</p> <ol style="list-style-type: none"> 1. <u>Arrest</u> – Pierce County Sheriff’s Department (P.C.S.D.) and Tacoma Police Department (T.P.D.) 2. <u>Charging</u> – Prosecutor 3. <u>Arraignment, Appointment of Counsel, & Subsequent Court Procedures</u> – Courts 4. <u>Transfer of In-Custody Clients</u> – Sheriff’s Department (P.C.S.D.)
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COLLABORATIONS WITH OTHER AGENCIES

<p>D.A.C.</p>	<p>In the past two years, collaborations have benefited the mission of D.A.C. as follows:</p> <ul style="list-style-type: none"> • Implementation of Superior Court Protocols reducing cases pending trial from approximately 2,500 to approximately 1,540. • Implementation of pre-assignment of Class “A” S.A.U. cases. • Coordination involving complex litigation (Hilltop case, etc.)
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	<ul style="list-style-type: none"> • Participation in Superior Court Criminal Procedures Committee. • Participation in Case Processing Committee meetings regarding Dependency and Delinquency cases. • Enhancing LINX operation with Criminal Justice Departments. • Participation in creation of Superior Court Veteran’s Drug Court and potential for Problem Gambler’s Court. • Efforts with Pierce County Jail Mental Health Unit to collect data and assist clients with mental health issues. • Communication with District Court Bench and Prosecutor to continue early resolution of cases and ongoing case management issues.
IMPLEMENTATION OF CHANGES TO ACCOMPLISH MISSION	
D.A.C.	<p>In the past two years, D.A.C. has implemented the following changes in order to more effectively / efficiently accomplish its mission:</p> <ul style="list-style-type: none"> • Modify delivery of support staff services to D.A.C. attorneys Washington State Bar Association Defense Standards state that one full-time legal assistant should be provided for every four full-time defenders. Due to budget reductions, D.A.C.’s attorney to assistant ratios exceeds 1 to 8. In response, D.A.C. centralized all Superior Court support staff functions into one base unit. As a result, work demands can be evaluated for all D.A.C. Superior Court units, Adult Felony, Juvenile Delinquency, Juvenile Dependency, Family Support Contempts, Truancy, At-Risk Youth, and Children in Need of Services, and priorities set and specific tasks assigned. This has further enhanced cross-training of specific tasks and increased efficiency and coordination of support services. • Internal Transfer of Attorney Staff In response to lost positions due to budget and long-term medical issues, D.A.C. has repeatedly transferred staff within D.A.C. Divisions to meet caseload issues created by lost positions and prolonged absence. • Increase Aggressiveness in Obtaining Non-County Funding Application for grant funding and increased state contribution has resulted in positive outcomes which have assisted D.A.C. in supplementing programs depleted by budget reduction. • Continued evaluation and modification of Case Assignment process.
CHANGES TO BETTER ACCOMPLISH MISSION	
D.A.C.	<p>D.A.C. has observed a number of recent changes in the format of how information is exchanged between County departments. D.A.C. would propose that the criminal justice department meet in order to discuss the methods of transfer and relative costs associated with those tasks. Currently, it would appear that greater efficiency could be accomplished. For example, some exchanges result in greater staff costs to create an inter-departmental shift of funds than the actual cost of the information itself.</p>

ADDITIONAL COLLABORATION/ACCOMODATION	
D.A.C.	<p>To accomplish these changes it would be necessary to make the following changes in procedures or practices on the part of other agencies:</p> <ul style="list-style-type: none"> • Review of exiting rationale for current individual protocols and its impact on overall cost and effectiveness in relation to Pierce County's overall expenditures. • Resources to update current technology which hinders advancement in cost saving measures. • Consideration of overall systematic protocol for all Criminal Justice Agencies is feasible, rather than individual department protocols.
WHAT IS REQUIRED TO CREATE THE CHANGE	
D.A.C.	<p>Areas in which additional collaboration/accommodation between D.A.C. and other Criminal Justice Agencies could help D.A.C. achieve its mission and improve the performance of the Pierce County Criminal justice system include:</p> <ul style="list-style-type: none"> • Protocols between departments regarding the transmission of information in a manner which is cost effective to Pierce County. • Discussion regarding scheduling of court and individual calendaring to increase efficiency and cost effectiveness. • Discussion regarding potential transmission of written documents between inmates housed in the Pierce County Jail and D.A.C..
CHALLENGES IN NEXT FIVE YEARS	
D.A.C.	<p>D.A.C. long-term issues: (1) Increasing complexity, severity and volume of cases. (2) Succession planning and creative ways to compensate for the ever increasing time loss due to staff medical issues.</p> <ul style="list-style-type: none"> • Population growth will likely cause an increase in indigent clients. Ongoing reductions in our ability to maintain caseload standards will increase as more individuals qualify for appointed counsel and require services. In addition to pure numbers, system changes have complicated and increased defense obligations to clients. D.A.C. is experiencing a growing number of clients at the misdemeanor and felony level with mental health issues. In the Misdemeanor Division, prolonged supervision for certain offenses and increased emphasis on DUI and Domestic Violence will necessarily increase the complexity and time required for individual cases. As previously stated, the single biggest factor in determining the quality and time efficient manner of representation is caseload and the complexity of that caseload. • Currently, the Washington State Supreme Court is reviewing Criminal Court Rules which govern the appointment of counsel to indigent clients in criminal matters. Of those standards, the adoption of maximum caseloads for defenders would require additional attorneys in order to comply with Supreme Court standards.

	<ul style="list-style-type: none"> • Succession Planning Highly experienced attorneys will need to be replaced within the next 5 years. That fact, along with an ever-increasing median staff age, creates challenges in preparing for the future. Younger attorneys with excessive existing caseloads have little time to take on additional complex litigation necessary to prepare for the future. Currently we are attempting to appoint younger attorneys as co-counsel to more experienced attorneys in an effort to increase experience. In addition, we are challenged to create methods to compensate for the ever increasing time loss due to staff medical issues.
FUTURE ORGANIZATION & STRUCTURE	
D.A.C.	<p>Due to D.A.C.'s internal reorganization within the past two years, we are currently situated in an efficient and appropriate way to confront the challenges of the future. In spite of these efforts, we lack the current resources in support staff and technology to create greater efficiencies in our delivery of services to our clients.</p> <p>In summary, D.A.C.'s configuration is sound. As caseload increases and the complexity of those cases follow, additional resources will be necessary in order to provide effective assistance of counsel (current organization chart attached).</p>
RESOURCES NEEDED TO ACCOMPLISH GOALS/OBJECTIVES/TASKS	
D.A.C.	<p>In order to meet the challenges of the future, D.A.C. will need the resources to do the following:</p> <ul style="list-style-type: none"> • Sufficient attorney staffing to meet both number and complexity of caseload as defined by the Washington State Supreme Court. • Increases in access to technology to eliminate the need for countless hours of staff time currently devoted to routine tasks, (conflict case checks, etc.) • Be equipped to competently evaluate, review, and organize electronic discovery. • Staffing which includes social workers and other support personnel in sufficient numbers to eliminate activities currently performed by attorneys for increasing client base with ongoing challenges (mental health, etc.). • Assuming Washington State Supreme Court adoption of nationally recognized caseload standards and the presumption of a 20% increase in Pierce County's population in the next 5 to 7 years – the following estimates are provided as a general overview of additional resources necessary to meet D.A.C.'s future obligations: <p style="text-align: center;">➤ Attorneys:</p>

	<ul style="list-style-type: none">▪ Adult Felony – 3 to 4▪ Adult Misdemeanor – 3 to 4▪ Juvenile Delinquency – 1 to 2▪ Juvenile Dependency – 2 to 3▪ Involuntary Civil Commitment – 2 to 3▪ Support Staff – 5 to 7 <p>➤ Professional Services:</p> <ul style="list-style-type: none">▪ Line item increases due to caseload increase.
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SUPERIOR COURT CLERK

MISSION STATEMENT	
Superior Court Clerk	The mission of the Superior Court Clerk in the Pierce County Criminal justice system is to safeguard Superior Court trial records and provide accurate, timely and complete information to all constituents, including the public, courts, legal community and law enforcement.
CURRENT STRUCTURE	
Superior Court Clerk	Currently, the Superior Court Clerk consists of 47.5 employees. This includes: <ul style="list-style-type: none"> • (1) Fiscal Services Manager • (1) Computer System Business Analyst • (1) Legal Processor Supervisor Clerk • (6) Accounting Assistants • (2) Business Analysts • (30.5) Legal Assistants • (1) Chief Deputy Clerk • (1) Exhibits Clerk • (1) Domestic Relations Facilitator • (1) Domestic Violence Coordinator • (1) Probate and Court Services Supervisor
ON-GOING CHALLENGES	
Superior Court Clerk	Our greatest challenges over the past five years have included: <ul style="list-style-type: none"> • Increased workload • Increased public need as evidenced by documents processed through the Clerk's Office • Providing access to attorneys and the public via the web • Providing access to court information to the law and justice community via a shared application and the public website
MOST SERIOUS CHALLENGES	
Superior Court Clerk	The most serious challenges currently facing Superior Court Clerk are increased workload and decrease in budget and staff. A decrease in the technology (LINX) programming hours to help alleviate the workload and improve budget saving.
INTERACTION WITH OTHER AGENCIES IN CRIMINAL JUSTICE SYSTEM	
Superior Court Clerk	Other agencies interact with the Superior Court Clerk in the Pierce County Criminal Justice System in the following ways: <ul style="list-style-type: none"> • Prosecutor, D.A.C., Superior Court Administration, Family Support, Jail, Sheriff, Juvenile Court, share the LINX application • L.E.S.A. records thru direct transfer from computer systems • State of Washington Department of Corrections, Sentencing Guidelines, Department of Child Support through the LINX application • Outlying Cities and Law Enforcement Agencies through the Domestic Violence Kiosk Program

COLLABORATIONS WITH OTHER AGENCIES	
Superior Court Clerk	<p>In the past two years, collaborations have benefited the mission of the Superior Court Clerk by electronic transfer of data between the Clerk's Office and the following:</p> <ul style="list-style-type: none"> • LESA Records • Division of Child Support • Sentencing Guidelines • Prosecutor • Superior Court Administration • Juvenile Court • Outlying Law Enforcement Agencies • D.A.C.
IMPLEMENTATION OF CHANGES TO ACCOMPLISH MISSION	
Superior Court Clerk	<p>In the past two years, the Superior Court Clerk has implemented the following changes in order to more effectively and efficiently accomplish its mission:</p> <ul style="list-style-type: none"> • Electronic Ex-Parte • Electronic purchase of court documents for the general public • Electronic purchase of certified documents for parties • Improved web access to parties • Additional DV Kiosks located around the County for better public access • Helped implement the electronic court order process for criminal arraignment court
CHANGES TO BETTER ACCOMPLISH MISSION	
Superior Court Clerk	<p>The Superior Court Clerk could / plans to implement the following additional changes in order to better accomplish its mission:</p> <ul style="list-style-type: none"> • Mandatory Electronic Filing of all documents by Attorneys • Electronic Working Copies for Judges • Continue working on the Electronic Court Order project <p>Of these changes, it would involve changes in procedures or practices on the part of other agencies:</p> <ul style="list-style-type: none"> • Prosecutor • D.A.C. • Superior Court Administration
ADDITIONAL COLLABORATION/ACCOMODATION	
Superior Court Clerk	<p>Areas in which additional collaboration/accommodation between the Pierce County Clerk and other criminal justice agencies could help the Clerk's office achieve its mission and improve the performance of the Pierce County Criminal justice system include:</p> <ul style="list-style-type: none"> • The clerk would like to create and maintain a paperless court record system. In order to accomplish this, we would need the other agencies/departments to use the electronic record on LINX as the main

	<p>source of access to the court record.</p> <ul style="list-style-type: none"> • The enhancement of the ECO (Electronic Court Order) project to include final paperwork (Judgment and Sentence). • We would need additional LINX programming to complete the conversion of LINX to its new platform in a timely fashion.
WHAT IS REQUIRED TO CREATE THE CHANGE	
Superior Court Clerk	<p>To accomplish these changes it would be necessary to make the following changes in procedures or practices on the part of other agencies:</p> <ul style="list-style-type: none"> • The Judges would need an enhanced view of the court record for ease of use in the courtroom. • The Prosecutor, Department of Assigned Counsel as well as the general attorney population would need to submit their documents to the court electronically. • A Local Mandatory E-filing Rule was submitted to the Judges for consideration in early 2009. A system would need to be developed that would allow the Judges to receive and edit proposed orders for electronic filing from attorneys. • The clerk would need to develop a process for a document to be submitted thru a workflow when multiple electronic signatures are required. • The enhancement of ECO would benefit the Jail, Prosecutor, D.A.C. and the Clerk because the detailed information contained in those documents would be electronically captured and transferred to the appropriate fields in the LINX system and the departments would not have to hand key the information into LINX. • The LINX programming staff would need additional programmers to help with the timely conversion and implementation of these enhancements.
CHALLENGES IN NEXT FIVE YEARS	
Superior Court Clerk	<p>In the next five years, the following challenges will confront the Superior Court Clerk as population grows and other changes take place in Pierce County:</p> <ul style="list-style-type: none"> • Other Safety and Judicial Agencies that rely on the Clerk's record to conduct their business are facing similar budget and staffing issues and will require the Clerk to provide fast, accurate and complete information to the Superior Court record via the LINX website. • The public will also require increased access to the court record via the LINX website; this is especially true due to the high military population in Pierce County.
FUTURE ORGANIZATION & STRUCTURE	
Superior Court Clerk	<p>To meet the challenges in the future, the Superior Court Clerk will need to take advantage of future electronic advances to enhance services to the public, the bar and the bench.</p>

RESOURCES NEEDED TO ACCOMPLISH GOALS/OBJECTIVES/TASKS	
Superior Court Clerk	<p>In order to meet the challenges of the future, the Superior Court Clerk will need to have resources to do the following:</p> <ul style="list-style-type: none"> • Continue to improve and enhance our electronic record with the update and rewrite of the LINX system, including making our court record totally electronic. • We would need the assistance of the LINX Information technology programmers to make the programming changes.

JUVENILE COURT

MISSION STATEMENT	
Juvenile Court	<p>The mission of the Pierce County Juvenile Court is to provide equal justice for those youth who come before us, to advocate for those children who have no advocate, and to provide leadership in the field of juvenile corrections and rehabilitation.</p> <p>We operate by creating legitimate, alternative pathways to adulthood through equal access to services that are least intrusive, culturally sensitive, and consistent with the highest professional standards. In order that we attain our mission, we believe in developing and supporting our staff. For it is through their continuing efforts that youth who come to us are encouraged and given opportunities to become valued and contributing members of our community.</p>
CURRENT STRUCTURE	
Juvenile Court	<p>The Juvenile Court has 186 full-time employees. We also rely on part-time and extra-hire staff to meet shift requirements.</p> <p>We currently have 18 various units that consist of different sizes and functions. These units perform the essential functions of the juvenile court and are as follows:</p> <ul style="list-style-type: none"> Administration Administration Support Financial Adoptions Volunteer Services Support Services Probation Services Diversion / Becca Unit Intake Unit Field Probation Unit I Field Probation Unit II Alternative Detention Services Unit Chemical Dependency Unit Dependency Unit Detention Services Detention Supervisors/Leads & Detention Officers Medical Services Food Services Court Services Unit
ON-GOING CHALLENGES	
Juvenile Court	<p>Our greatest challenges over the past five years involved the philosophical shift in the way in which we conduct our business. Facing the need for a very extensive facility remodel, the Juvenile Court Executive Committee and Juvenile Court Administration met with our system partners and embarked on</p>

	<p>a mission of change. The resulting decisions meant closing down our “residency” unit which typically housed about 50 youth and embracing the principles of the Juvenile Detention Alternatives Initiative (JDAI). Working with community-based, and in-house monitoring programs, we now detain “those youth that must be detained for community safety reasons or have a history of failing to appear for mandated court appearances”.</p>
<p>MOST SERIOUS CHALLENGES</p>	
<p>Juvenile Court</p>	<p>Sustainability and program enhancement provide the greatest challenges as we navigate through a continuing gap in budgetary resources and an increasing demand for system services.</p> <p>On the Civil side, Dependency filings are at an all time high. The stressors of tough economic times, increase usage of drugs and alcohol, mental health issues and the return of deployed service people have placed stressors on families that contribute to abuse and neglect of children and their removal from their homes.</p> <p>When we are dealing with such high volumes, meaningful court hearings to gather information and assess the risk factors and make appropriate decisions are compromised. Getting clients into appropriate services can be difficult when service agencies are downsized due to budget constraints.</p> <p>On the offender side the juvenile court utilizes research proven evidence-based programs such as Functional Family Therapy (FFT) and Aggression Replacement Training (ART) to effectuate change and reduce recidivism. Having Probation Staff to assess risk and protective factors, identify eligible youth and work with the therapist/facilitator to ensure completion is critical to successful outcomes. It also becomes problematic if services are reduced due to budget reductions.</p> <p>We have worked extensively to develop community partnerships to provide services that are culturally relevant and address identified risk factors that contribute to offending behaviors. The current climate of cutbacks has seriously affected our ability to maintain these programs and has created the need to limit or not fund some of these very promising services. As we decrease the availability of skills-building programs the result is an increase in the arrest rate and an impact on the detention population.</p> <p>Reduction in services directly impacts community supervision caseloads. Recidivism increases and caseloads continue to grow. These increases quickly place our staff in the position of only being able to “put out brush fires” which is a survival tactic to decrease agency liability but does little or nothing to enhance the skills of our youth. The result of reacting rather than being proactive leads to focusing only on accountability. Best practices combines</p>

	accountability with strength based case management that promotes lasting behavior change resulting in reduced recidivism.
INTERACTION WITH OTHER AGENCIES IN CRIMINAL JUSTICE SYSTEM	
Juvenile Court	<p>When the latest Juvenile Justice Act was rewritten the emphasis, and indeed the title of the Act, was Community Juvenile Accountability Act (CJAA). The legislature placed the necessary funding to provide community-based programs that would greatly increase the likelihood that a youth could receive services that were proven effective in changing behavior. In this manner the majority of youth would not have to be “institutionalized” in order to be afforded these services.</p> <p>Some, but not all of the agencies, that have been involved in both direct services and monitoring services include:</p> <ul style="list-style-type: none"> • Department of Social and Health Services – Social Work case management of dependent children with extensive collaboration with our Guardian Ad Litem to promote services geared toward a continuum of family reunification to termination of parental rights and adoption. • Greater Lakes Mental Health – both as a grant funded program within our facility to assist with youth demonstrating suicide ideations and other adjustment problems. In the community the agency provides mental health, behavior counseling and Functional Family Therapy (FFT). • Comprehensive Mental Health Services – both as a grant funded program within our facility to navigate system resources geared toward obtaining mental health services and developing family safety plans. In the community the agency provides mental health and behavior counseling. • Good Samaritan Mental Health – community based resource for mental health and behavior counseling. <p>Many other agencies provide collaborative services that assist youth. Some of these programs include, Day and Evening Reporting Centers, Positive Steps Program, Youth for Christ faith-based foster care, mentoring and religious services, Catholic Church services, AA/NA, YWCA girl’s program, Metropolitan Development Council’s curfew violation program, numerous Drug and Alcohol assessment and treatment facilities, Friends and Services (in conjunction with the YMCA), and the Tacoma School Districts truancy intervention program.</p>
COLLABORATIONS WITH OTHER AGENCIES	
Juvenile Court	<p>Prior to the major drop in operational capital we were experiencing some success with programs operated by the Northwest Leadership Foundation. The Museum of Glass has also initiated programs available to our youth; however, these have been entirely grant funded ventures and have not been operational</p>

	<p>with any consistency. With the ups and downs of various programs we have relied heavily upon providing programs with our staff learning curriculum and facilitating in-house skills development.</p> <p>Some of the agencies we collaborate with include:</p> <ul style="list-style-type: none"> • YMCA Friends and Servants – operate 2 greenhouses where youth can complete community service hours and when done, have the opportunity to be paid. Half of their pay goes toward paying off restitution and court fines. • Youth for Christ – Volunteers come in and mentor our detained youth and offer services once youth are released. • Greater Lakes Mental Health and Comprehensive Mental Health have counselors in our detention facility to provide crisis counseling and triaging for youth with mental health issues. • Tacoma Public Schools provides education for our detained youth and operates a Day Reporting School for non-detained youth. • Hilltop Artists has undertaken our Arts Connect for our female population. • Family, Marriage and Assessment Counseling – operates an Evening Reporting Center in Lakewood for youth who would otherwise be detained for a violation. • Pediatrics Northwest – provides medical services to our detained youth. • Rowlands and Associates – provides weekly truancy workshop for youth who the school has filed a truancy petition. • Tacoma Urban Network – tracks and measures our outcomes and recidivism and provides data analysis and support.
IMPLEMENTATION OF CHANGES TO ACCOMPLISH MISSION	
Juvenile Court	<p>The Pierce County Juvenile Court has embraced the concept that services and programs must be research based and effective. We are very data driven; have identified outcomes and regularly measure these outcomes twice a year. Beginning with a risk assessment our mission becomes one of looking at ways to reduce the identified risk factors and to increase the identified protective factors. We are also very aware that the juvenile system has Disproportional Minority Confinement issues and work on strategies to positively impact this area.</p> <p>A number of programs have been started and ongoing programs have been enhanced. All probation staff are trained and certified to facilitate the Aggression Replacement Training (A.R.T.). A variety of staff are also trained to facilitate Girls Circle, Preparing For Change, Drug/Alcohol Outpatient Treatment, and a host of short-segment structure topics. To assist with information delivery, along with promoting the “lead by example” concept we</p>

	<p>have actively recruited successful probationers and formed the Teen Council of Pierce County (T.C.P.C.). On the civil side of our system a truancy workshop and training has been refined and is experiencing rave reviews. On our dependency process a “Parent-to-Parent” program has experienced increasing numbers that have led to success in parent’s ability to learn to navigate that system.</p>
CHANGES TO BETTER ACCOMPLISH MISSION	
Juvenile Court	<p>The Juvenile Court deals with attempting to achieve, as close as possible, to a “best practices ratio” regarding caseload sizes. This, however, can become very problematic when spikes of case types or geographical locations are added to the mix. With the number of dependency case filings reaching an all time high the agency has had to shift both personnel and strategies to accommodate this need for process and services. If the goals of the Unified Family Court continue toward implementation this will cause further reorganization toward the new processes and procedures.</p> <p>We will continue to case manage the delinquency cases with an emphasis on decreasing the youth’s risk factors and increasing the youth’s protective factors. The challenges of increased arrest rates with population growth can quickly make these goals more difficult to achieve. It will remain very important to develop community partnerships to assist in the necessary service delivery.</p>
ADDITIONAL COLLABORATION/ACCOMODATION	
Juvenile Court	<ul style="list-style-type: none"> • Collaborating with Law Enforcement to gather and review data, explore opportunities to reduce Disproportionate Minority Contact (DMC), etc. • Collaborating with the Prosecuting Attorney to gather and review data, explore opportunities to reduce DMC. • Work with grassroots organizations and local community groups to reduce DMC. • Work with Law Enforcement and Children’s Administration (CA) to better serve non-criminal youth; i.e. runaways. • System collaboration and coordination is necessary if the ideas regarding a “Unified Family Court” structure continue to move forward. This would require not only systems to work together but would also create the need for major infrastructure accommodations. • Juvenile Court needs to meet with other system stakeholders and refine the admissions criteria. We can improve everyone’s performance and decrease our liability if we discontinue our booking processes on minor first offenders that the legislature has determined are divertible offenses. Of particular concern is the “Minor in Possession” charge which directly places all of the liability regarding a youth’s health and welfare on everyone except the child’s parent or guardian.

WHAT IS REQUIRED TO CREATE THE CHANGE

Juvenile Court

- In order to positively impact the Disproportionate Minority Contact (DMC) issues it will require an entire “systems” review and recognition of the problem. It will then require a concerted effort to develop alternatives, at a number of the existing decision points, so that other opportunities are present.
- One of the frustrations noted throughout the criminal justice system has been the lack of resources to effectively deal with the non-criminal youth. It would be beneficial to present a united front from all agencies that are impacted by this lack of services. Perhaps if the legislature were to hear from all of the affected stakeholders it could improve the chances of restoring sufficient funding to give us some resources to assist in this area.
- Every law enforcement agency has developed policy regarding arrests that specify what options are to be used regarding different criminal behaviors. A couple of examples are:
 - Eatonville Police Department – zero tolerance regarding arrests that deal with youth using or possessing drugs. They take to booking all cases regardless of the amount found on the individual. This often means an eventual misdemeanor charge of “pot<40, which is often a divertible charge.
 - Tacoma Police Department – book youth on any second shoplifting arrest.
- With increased population comes the reality of more criminal behavior and arrests. For those cases that are minor first offenses and divertible it will tax all of our resources if we continue to operate as we do currently. It would greatly assist all of our departments if we could agree upon and develop common criteria for booking. Research shows that when low and moderate risk youth become more entrenched in the system the likelihood of them re-offending increases.

CHALLENGES IN NEXT FIVE YEARS

Juvenile Court

As with the rest of the County departments we will be faced with providing service delivery in spite of the minimally available resources. Our organization responds to a number of other systems, such as arrests by law enforcement and filings by the Children’s Administration. If the numbers increase, and staff and resources do not keep pace, our ability to fulfill our mission and mandated functions will decrease.

One of our challenges will be establishing greater infrastructure within an area that is inadequate for the anticipated needs. If, throughout the coming years, we expand the number of courtrooms we will then be dealing with additional parking and public access problems. If, by a need to expand personnel numbers to match growing case numbers, we are able to do this we already have an inadequate office space problem at this facility.

	<p>Additionally, private sector agencies and programs have decreased with the economic uncertainties. For our mission to remain largely as community-based, in terms of both treatment and accountability measures, we simply have to find ways to rebuild those services.</p> <p>Where do we want to be in the next five years: Pierce County Juvenile Court has embraced innovative programs and resources designed to decrease recidivism and increase the skill sets of youth in our system. Fully recognizing that a lack of resources quickly results in “widening the net” by incarcerating youth and often results in doing more harm than good; we need to utilize evidence-based interventions - at the right time and for the right reasons. For a number of years our County has been recognized as a leader in programs, both community-based and in-house, that address a multitude of problems. Our extensive development of data has allowed the outcomes to be shared nationwide.</p> <p>The answer to the question posed then is one of restoration. To continue to make substantial and positive behavior changes in youth we need to have the system that was in place three years ago. The pervasive and ongoing budget problems have created the inability to maintain much of our infrastructure throughout the County. This has caused the closure of a number of community based programs such as “Evening Reporting Centers.” Without the ability to support community engagement and stakeholder involvement in promising programs and services it becomes an overwhelming task to do other than strict accountability measures with the youth. When the in-house programs and services are also curtailed or eliminated it further causes us to resort to accountability only measures that do nothing toward changing behaviors.</p>
FUTURE ORGANIZATION & STRUCTURE	
Juvenile Court	<p>Organizational changes and staffing needs will always be fluid in our environment. We will continue to direct our resources to most adequately react to the most pressing juvenile justice matters that require attention. Fortunately, the majority of our staff has been cross-trained in a number of areas and has been incredibly versatile at taking over where needed. They cover each other routinely and are adept at “thinking on their feet.”</p>
RESOURCES NEEDED TO ACCOMPLISH GOALS/OBJECTIVES/TASKS	
Juvenile Court	<p>The majority of our facility is over forty years old and was built for a different purpose. With the change of juvenile laws in 1978 and the advent of various mandates and programs, we find ourselves in a facility that is operationally inadequate for our current needs. It is important that our capital facility plan address both current and future needs.</p> <p>In the terms of personnel needs there have been numerous studies regarding caseload sizes and the liabilities involved with an increase that goes beyond</p>

the “best practices” ratio. To adequately fulfill our mission and provide quality services to the public, we need to stay within this acceptable ratio.

When the economy started to spiral downward we existed with 192 full time employees (F.T.E.’s) in a variety of departments. We have since lost 17 FTE’s and are slated to lose an additional 8 FTE’s in 2011. In order to return to full service operation these positions would need these 25 FTE’s to be restored. Because of a severe and constant increase in Dependency filings we have also requested 5 additional FTE’s for *Guardian Ad Litem*s to adequately handle these current numbers. With population increases projected we would also need an additional 8 FTE’s to maintain the Delinquency caseloads and services necessary in all departments. Thus in 5 years we would need to operate at 213 FTE’s to bring us back into full operation with the projected population.

In the terms of personnel needs there have been numerous studies regarding caseload sizes and the liabilities involved with an increase that goes beyond the “best practices” ratio. To adequately fulfill our mission and provide quality services to the public, we need to stay within this acceptable ratio.

Juvenile Courts have been given a number of unfunded mandates by the legislature, such as the requirement to establish databases that deal with Sealing and Destruction of records. Changes to the statutes took away the youths responsibility to initiate this action. This sealing and destruction involves the Diversion and Deferred Disposition cases. Each of these cases is labor intensive and results in a substantial loss of manpower that would be used in other important and time sensitive tasks.

Additionally we perform extensive DNA testing of our youth to satisfy state requirements. For staff and others we are also tasked with conducting polygraph testing and fingerprint submissions. Between contracting with outside agencies and purchasing equipment this has become an expensive addition to our budget.

We need to continue to enhance the collaboration between all of the criminal justice partners especially in this economic climate. If we work together to maximize our limited resources we will be able to respond to the public more effectively and efficiently. Through better communication and creatively thinking of ways to improve our public response, we will be able to provide the top notch customer service that this County strives to do.

SHERIFF'S DEPARTMENT

MISSION STATEMENT	
Sheriff's Dept	<p>The mission of the Pierce County Sheriff's Department is to protect life and property, to uphold rights and to help build stronger, more livable communities.</p> <p>We pursue our mission through the efforts of the men and women of the Department working in cooperation and partnership with the community, with other law enforcement and criminal justice agencies, with the Federal government, State government, and County government and with the municipalities of Pierce County.</p> <p>In pursuing our mission we strive to observe and practice our Core Values of Integrity, Responsibility, Respect, Courage and Compassion.</p>
CURRENT STRUCTURE	
Sheriff's Dept	<p>Currently, the Pierce County Sheriff's Department consists of three Bureaus: Operations, Corrections and Administrative Services. The Department has a total of 305 commissioned law enforcement staff, 316 commissioned corrections staff and 116.4 professional support staff.</p> <p>The personnel in the Sheriff's Department provide law enforcement services to approximately 390,000 people in unincorporated Pierce County plus another 43,000 people in the cities of University Place, Edgewood and the Town of South Prairie under contract with those jurisdictions.</p> <p>The Department provides jail facilities as well as warrant service, prisoner extradition, processing of civil papers and court security to serve the entire Pierce County population of over 813,000.</p> <p>The Department's Operations Bureau provides law enforcement services including routine patrol and call response, traffic enforcement, criminal investigations, drug and vice investigations, and specialized units (e.g. SWAT, lab team, search and rescue, marine patrol, bomb, swift-water, air operations, K-9, and dive team). Currently, the Operations Bureau consists of 275 commissioned staff and 29 professional support staff.</p> <p>The Corrections Bureau provides custody services and programs in the Pierce County Jail. The current budgeted capacity is approximately 1400 inmates in maximum through medium security housing in two adjacent facilities. About eighty percent of the inmates housed in this facility are felons. Currently, the Corrections Bureau consists of 316 commissioned corrections staff and 58.4 professional support staff.</p> <p>The Corrections Bureau is responsible for the care, safety and security of</p>

	<p>inmates. For this reason, the jail has extensive medical clinic services as well as educational programs. Finally, Corrections Bureau staff is responsible for transport and security of inmates to court.</p> <p>The Administrative Services Bureau has a variety of responsibilities many of which are related to support of the other two Bureaus. This Bureau provides recruitment, selection, and training services as well as budget, contract services, internal affairs, accounting, human resource management, labor relations and fleet / quartermaster services and serving civil papers. The joint Pierce County Sheriff's Department / Tacoma Police Department property and evidence room is run by the Administrative Services Bureau. The Bureau oversees Courthouse Security services and the Department's service of civil process. The Administrative Services Bureau has 30 commissioned law enforcement staff and 29 professional support staff.</p> <p>The variety and level of public safety services provided by these three Bureaus of the Pierce County Sheriff's Department is quite high, especially in relation to the resources we have been allocated.</p> <p>The staffing levels, by contract, are quite low for services provided in an urban County with increasing urban level densities in unincorporated areas.</p>
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ON-GOING CHALLENGES

<p>Sheriff's Dept</p>	<p>The Sheriff's Department faces on-going challenges in accomplishing its mission. Over the past five years, these challenges have included:</p> <ul style="list-style-type: none"> a. An imbalance between patrol resources and demand resulting in safety issues, response times, and an inability to have proactive patrol. b. An imbalance between investigatory resources and demand resulting in hundreds of cases going uninvestigated including serious property crimes and some moderately serious violent crimes. In fact, over 53% of the total crimes which are reported to the Sheriff's Department go unassigned / uninvestigated. Of the crimes which have a strong likelihood of being solved, about 28% go unassigned / uninvestigated specifically due to lack of resources. c. A span of control for field supervisors which can result in lack of sufficient supervision is challenging, especially in a large County with significant road and transportation problems. This coupled with the disheartening aspect of an imbalance between resources and demand, results in work sometimes being performed less effectively and efficiently than it should. d. Insufficient prioritization of demand for service so that "squeaky wheel" urgent issues receive more attention than they might receive if strict prioritization / planned impact guidelines were strictly observed. e. Insufficient resources for Community policing / Neighborhood Patrol efforts which could reduce incidence of crime: Department is forced to
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	<p>choose between sufficient resources to answer 911 calls or provide proactive community support.</p> <p>f. Increase in unfunded mandates for department from state and national legislation as well as state and federal courts. Examples include:</p> <ul style="list-style-type: none"> • Requirement to gather and submit DNA samples from violent felons with no funding to do so; • Requirement to increase in-person reporting by level 2 and level 3 sex offenders with no funding to staff accepting these reports; • Requirement to add nursing positions to jail medical staff and to provide non-generic prescription drugs to jail inmates requiring psychotropic medication; • Requirement to provide high school classes to those 18 and younger remanded to adult custody and housed in our jail. <p>g. Radio inoperability and requirement to address this issue by 01/01/2012.</p> <p>h. Higher population of inmates with medical and/or mental health needs.</p> <p>i. The high number of pre-trial felons residing in the jail reduces the flow of inmates through the jail causing overcrowding. This also reduces the ability of the facility to accommodate misdemeanants and other contract arrangements.</p> <p>j. Higher population of inmates with medical and/or mental health needs which creates significant increased costs.</p>
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MOST SERIOUS CHALLENGES

<p>Sheriff's Dept</p>	<p>The most serious challenges currently facing the Pierce County Sheriff's Department are:</p> <p>a. An increasing demand to cover a growing County population. (Private sector and private-public sector agencies, (e.g. transit, medicine, port facilities), see the coming of additional growth when and as the economy improves.</p> <p>b. Inability to properly staff for major incidents and crimes due to limited resources.</p> <p>c. Economic problems impacting the State budget has resulted in the release of: more mental health consumers into the community; people with desperate financial situations committing crime; more felons released early from State prisons, and more substance abuse users causing crimes.</p> <p>d. A staffing ratio of less than .71 sworn law enforcement personnel per thousand citizens in unincorporated County is significantly less than other comparable law enforcement agencies throughout the State, especially considering the fact that we are not a rural County.</p> <p>e. Reduced budget has resulted in a reduction of supervision in the jail which impacts the safety and priority back-up in the Jail. It has also resulted in fewer patrol deputies to respond to citizen calls for service.</p>
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INTERACTION WITH OTHER AGENCIES IN CRIMINAL JUSTICE SYSTEM

Sheriff's Dept	<p>The Sheriff's Department has the responsibility for responding to incidents of crime and disorder in the community and for bringing cases before the criminal justice system. Patrol Deputies and Detectives respond reactively and proactively to instances of crime and disorder by making arrests and placing people in custody in jail. They also work with the Prosecutors Office to provide information impacting the decision by that Office whether to bring charges. In addition, they work with the County Medical Examiner to provide information of suspicious deaths.</p> <p>Corrections Deputies work with Courts to provide access to jail inmates for their personal attorneys or the Department of Assigned Counsel. Corrections Deputies bring inmates before the Courts and return them to jail as directed by Judges and magistrates.</p> <p>Court Security Deputies provide security for the Courthouse and work with Corrections Deputies to provide security for trials. Corrections Deputies also provide security for those sentenced to our jail by the Courts.</p>
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COLLABORATIONS WITH OTHER AGENCIES

Sheriff's Dept	<p>The Department is involved with several task forces focused on specific crime activities, jail relations and program development, collaboration of common issues surrounding law enforcement, and contract services.</p> <p>In the past two years, the Department has had collaborations with the following agencies which have benefited the mission of the Sheriff's Department:</p> <ul style="list-style-type: none">• High Intensity Drug Trafficking Area• Gang Task Force• Sex Offender Registration• Financial Fraud Identity Task Force• Meth Initiative• Radio Interoperability• Department of Emergency Management• Jail City Contract Customers• Department of Corrections• U.S. Marshal• Immigration Customs Enforcement• Chaplaincy Program• Tacoma Pierce County Alliance• Crystal Judson Domestic Violence Center• Safe Streets• School Districts (School Resource Officers)
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	<ul style="list-style-type: none"> • Law Enforcement Education Achievement Program • Law Enforcement Youth Camp • Washington Association of Sheriffs and Police Chiefs • Major Crimes Mutual Response (witness: Clemmons Case) • Crime Stoppers • Special Assault Unit interagency protocols • Property unit and Tacoma CALEA certification • City Contracts with Edgewood, University Place, Roy, South Prairie • Washington Traffic Safety Commission Emphasis Patrols • Superior and District Court • Juvenile Court • Department of Assigned Council • Pierce Transit • Nineteen contracts are established with local, state and federal agencies for jail services. <p>Sheriff and his Command Staff have been involved in many State, County and Community committees and commissions such as: Dash Board, Law and Justice, Minor Offender and Strategic Planning, L.E.S.A., Hilltop Coalition, D.E.M., Safe Streets, Sentencing Guidelines Commission, Committee on Homeland Security, Governing Board of the Washington Association of Counties, etc.</p>
IMPLEMENTATION OF CHANGES TO ACCOMPLISH MISSION	
Sheriff's Dept	<p>The Department has implemented several changes to effect change and efficiency:</p> <ul style="list-style-type: none"> • Enhanced communication with community organizations and businesses. • Developed a strategic initiative and destination goals for the Department; • Improved technology throughout the Department (i.e. integration and cost containment of all systems); • Inmate training and education programs within the jail, free of cost; • Educate, inform, and engage other agencies, elected officials and community groups regarding jail issues.
CHANGES TO BETTER ACCOMPLISH MISSION	
Sheriff's Dept	<p>The Sheriff's Department could / plans to implement the following additional changes in order to better accomplish its mission:</p> <ul style="list-style-type: none"> • Re-write policies and procedure manual for the Department • Implementing a leadership development project (F.T.O's) • Emphasis on staff training to ultimately reduce workers compensations claims

	<ul style="list-style-type: none"> • Focus on clearance rates and solvability of cases • Improved department unity and communications • Track, assess and constantly improve effectiveness of law enforcement deputies in the field • Maximize investigative resources • Expand community partnerships to prevent and solve more crimes • Help more victims by investigating more crimes • Identifying and initiating improvements in various facility locations (i.e. range, canine, D10, Internal Affairs, South Hill Precinct) • Improved case management system assignment and tracking of cases • Utilization of technology to streamline traffic enforcement • Partnership with more local, state and federal groups for shared services for inmates • Develop partnerships to connect services for inmates upon their release • Review data resources and use to enhance effective provision of services. • Establish alternatives to incarceration that holds the offenders accountable, yet reduces the burden on the taxpayers • Create database for inventory of communication devices, uniforms, guns, and vests • Create training program for contracting (i.e. awareness, role of Chief, customer services, etc.) • Constantly review and update business practices for law enforcement and jail operations
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ADDITIONAL COLLABORATION/ACCOMODATION

<p>Sheriff's Dept</p>	<p>Areas in which additional collaboration / accommodation between the Sheriff Department and other criminal justice agencies could help the Department achieve its mission and improve the performance of the Pierce County Criminal justice system include:</p> <ul style="list-style-type: none"> • Maintain and enhance alternatives to incarceration that can only be accomplished in collaboration with the Prosecutor, Courts, Defense Attorneys, jail staff and community based services. Some of these alternatives are: District Court Work Crew, District Court Day Reporting, Pre-arraignment personal recognizance program, breaking the cycle, electronic monitoring, DWI alternative program, progress, house work release program, weekend jail, sheriff's work release. It is imperative to have all the stakeholders in one room to discuss the issues and solutions for implementing these programs. • Develop technology systems that interact between the Department and other Pierce County agencies. Some examples include: paperless system
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	<p>between the jail, courts and the prosecutors to facilitate court transports and court appearances, with more examples to be added</p> <ul style="list-style-type: none"> • Weekend jail that has a positive fiscal impact focused in collaboration with District and Municipal Courts. The weekend jail program allows inmates to serve their sentence two days at a time, usually on weekends. Weekend programs allow inmates to maintain family and work ties with the community while spreading jail costs over longer periods of time and reducing the overall cost to the justice system. • The reduction in funding for the overall mental health system both at a State and local level has a tremendous impact for field operations and the jail. The impact of these reductions and finding solutions and alternatives for the provision of mental health needs to be done in collaboration with County Human Services, State officials particularly at Western State, elected officials and mental health providers in the jail. The work will need to be accomplished in conjunction with the aforementioned stakeholders and through various meetings and consultation to create a plan and communication regarding this issue. • Facility improvements (i.e. Sprinkler precinct). There are several facility locations for the Department that are in dire need of improvements. <ul style="list-style-type: none"> • The Mountain (D10) detachment was purchased for \$1 in 1995 from a dentist and it requires massive physical improvements. • The South Hill Precinct was built to handle a third of the staffing that is currently working from this facility. It is also in need of remodeling and physical improvements to bring it up to an acceptable level for habitation. • The most obvious area of facility improvement is in the Parkland Spanaway area. The highest call volumes for the Department are dispatched from this area of the County and the response for these calls is generated from the South Hill Precinct. To reduce response times and provide the citizens the opportunity to go to a location that is more convenient, the intent is to work with the Executive's Office, Facilities Management, and Parks and Recreation to build a larger precinct to address these concerns. • Currently, Pierce County has several disparate radio systems which do not allow easy interoperability, or only provide minimal interoperability. There are three main public safety systems in Pierce County, the Tacoma/Puyallup 800 MHz system is nearing the end of its technological life, The Sheriff Department and FireComm's VHF systems do not allow easy interoperability with the Tacoma system and Regional Systems and are mandated by the FCC to change to narrow banding – which will render the systems less effective. There is a drastic need for improved operable communications and interoperable communications in Pierce County which will take advantage of new technology. Two critical components
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	<p>involve a countywide radio system and 911 dispatch centers. Pierce County will plan, purchase and build a County-wide interoperable radio communication system and dispatch centers. Region 43, Pierce County Law Enforcement and Fire Agencies have committed to developing a regional interoperable communications system and consolidated 911 dispatch centers.</p> <p>The radio towers alone are \$1,000,000 per site and the overall system County-wide for all Agencies (fire and police) is projected to be \$35 million dollars.</p>
WHAT IS REQUIRED TO CREATE THE CHANGE	
Sheriff's Dept	<p>To accomplish these changes it would be necessary to make the following changes in procedures or practices on the part of other agencies.</p> <ul style="list-style-type: none"> • Coordination with the courts to implement the weekend jail program. • Coordinate with County Council, County Executive and other elected officials to implement changes to the Sprinkler facility. • Work in collaboration with Community Connections to address mental health issues. • Continue collaboration under leadership of the Executive and with Emergency Management and fire agencies to address radio interoperability issues. • Continue to work with County lobbyist, Washington Association of Sheriffs and Police Chiefs (WASPC) and legislators to address non-funded legislation.
CHALLENGES IN NEXT FIVE YEARS	
Sheriff's Dept	<p>In the next five years, the following challenges will confront the Department as population grows and other changes take place in Pierce County:</p> <ul style="list-style-type: none"> • Patrol staffing versus increased County population As noted above, staffing for basic law enforcement functions including patrol and investigations is relatively low in the Pierce County Sheriff's Department given the population of the County, the geographical size and configuration of the County, transportation and road access and congestion, crime rate in unincorporated County and the urbanized population density in many areas of the County. <p>While the crime rate per capita in the County has averaged only about 60% to 70% of the rate in cities like Tacoma, the per capita staffing level for sworn law enforcement personnel is only 43% of that in the city of Tacoma. Thus, relative staffing level is disproportionately lower than relative crime rate level.</p>

As unincorporated population rate has increased, the rate of growth in staffing has not kept pace. In fact, while population has increased by, slightly (just over 3%) over the past three years, staffing levels for law enforcement personnel in the Sheriff's Department has decreased by almost 5%.

It is recognized that the backwards slide of ratio of Sheriff's law enforcement Deputies to population has been driven by significant problems with County revenues during the recession, two key questions present themselves: (1) How important is public safety? and (2) What does the County intend to do about public safety as population and demand increases?

- Annexations and loss of revenues

It is recognized that incorporated areas of the County have urban growth boundaries established in accordance with the State's Growth Management Act.

After the recession is over, it is recognized that some municipalities may wish to expand further into these areas and that in the future more policing functions may revert to the responsibility of municipalities in these areas.

Two results may accompany this phenomenon: reduction of tax revenues as revenues in annex areas go to cities and reduction in demand for service. A key issue for the near and mid-term future, however, is the degree to which these two issues keep pace with one another.

Over the past 15 years, experience has shown that municipal jurisdictions are often eager to annex revenue producing areas and actively avoid annexing of areas in which demand for policing and other services outstrips revenue enhancing opportunities. This is certainly the case in East Pierce County and in the immediate vicinity of existing city limits especially where there are multifamily housing units but few businesses. This has resulted in the phenomenon of "finger annexation" and the existence of unincorporated "islands" and "peninsulas" surrounded by incorporated areas.

Pierce County has not effectively dealt with many such situations and as a result County revenue for policing in these areas has been reduced significantly while calls for service have not seen a parallel reduction.

This issue needs the County's attention. Barring successful interventions, the burden will continue to fall on the Sheriff's Department.

- Many of our agencies under contract are looking for the least expensive provider for jail services (housing, booking and court escorts). Some of our customers have contracted with other jail facilities that only accept the “healthy” inmates. This has two outcomes. One is the loss in revenue and the other factor is the impact on our jail population for housing the most expensive inmates. It is imperative to work within the fiscal management structure to create costing models that are competitive while balancing the costs for delivery of the service. It is also important to structure our costing models to capture the actual cost for the delivery of service while remaining competitive with our competition.
- “Economy of Scale, Building of Silos and Efficient Use of Public Funds”: One issue which bears consideration over the next several years is the extent to which there is a duplication of effort and expenditure of public resources in law enforcement in Pierce County. As municipalities have grown, there has been a growth in municipal police services with some areas being extremely well-staffed, equipped specialized, while others are under served.

Several years ago, there were four separate teams to deal with clandestine meth lab teams in the County each expending a great deal of resources on training and equipment and personnel costs. The Sheriff’s Department was instrumental in consolidating three of those teams and saving jurisdictions money even as we effectively worked to successfully deal with the large number of meth labs.

Today, there are three separate S.W.A.T. teams. Some of the same issues regarding consolidation and economy of scale coupled with effectiveness may apply.

Fire service has recently seen the wisdom of combining efforts and consolidating agencies and jurisdictions. Rather than building and maintaining multiple “silos” designed to provide fire and emergency medical response to discrete areas throughout the County, fire districts have combined to “de-silo,” achieve economies of scale, save money and focus on overall good service.

The Sheriff’s Department is already engaged in a similar effort through contracting with the City of University Place, the City of Edgewood, and the town of Steilacoom, the Town of South Prairie, the Town of Roy and Pierce Transit. The Sheriff’s Department is able to provide high quality law enforcement services at a very competitive price and with most contract customers paying for an increment above what is spent on policing in

	<p>unincorporated County but substantially below the cost of funding their own Agency.</p> <p>As smaller jurisdictions continue to struggle economically to survive, the Sheriff's Department is often asked to provide proposals for the delivery of law enforcement services. The Department continues to massage the costing models for providing services along with options for these jurisdictions to consider. The County is challenged with the expenses of providing services and marketing to these entities that have limited resources. It is imperative to have dialog about these challenges in conjunction with Sheriff Command Staff, Contract Services Unit, Budget and Finance and other affected providers (i.e. LESA), with the ultimate goal of developing costing models that are realistic for the Department and marketable to the customers.</p> <ul style="list-style-type: none"> • The continuing increase in mental health and medical services are causing a hardship on the budget <p>One of the key issues facing criminal justice in Pierce County is the high concentration of people with mental health issues. This is brought about by the number of people who are housed at Western State Hospital and Veterans Hospital at American Lake.</p> <ul style="list-style-type: none"> • Another factor impacting the jail is that the inmate population is becoming less healthy due to the use of drugs (meth) and lack of health care in the community. This factor has had a significant impact on hospitalization and specialty medical care which has increased medical costs on the budget. • Addressing Radio interoperability: <p>It is imperative to continue lobbying Federal elected officials for appropriations towards funding the radio interoperability project in conjunction with the various local partners involved in this project. The Sheriff continues to focus time and resources towards lobbying efforts to ultimately implement this project. We will also need to develop local funding sources for this vital infrastructure. It is important for both community safety and safety of first responders.</p>
FUTURE ORGANIZATION & STRUCTURE	
Sheriff's Dept	<ul style="list-style-type: none"> • The current staffing ratio for operations is .71 per thousand and the goal by 2011 is to increase this percentage to .85 per thousand but 2011 budget will not accommodate this goal. • Development of a gang/career criminal unit with additional detectives focused on violent crime investigations, special assaults and robbery

	<p>assaults.</p> <ul style="list-style-type: none"> • Re-staff the Neighborhood Patrol Deputy (N.P.D.) program. • A minimum of additional management and supervisory positions to manage the Neighborhood Patrol Deputy and School Resource Officer programs. • Design housing for expanded female jail population. • Continue negotiations with court monitor regarding federal court order. • Opening a 24 bed unit in the jail to house more serious medical patient inmates in one location with 24 hour medical care monitoring in the unit. • In order to meet the challenges of the future, the Sheriff Department will need the following resources which will allow for accomplishing the following: <ul style="list-style-type: none"> • Upgrades to security electronics, safety equipment, staff training, and facility remodel in the jail. • Improved shared information technology that benefits all aspects of the Criminal justice system. • Funding for facility improvements and additional precinct located in Parkland/Spanaway. • Funding for radio interoperability. • Alternatives to traditional incarceration • Funding for substantial increase in staffing <ul style="list-style-type: none"> ➤ 80 Commissioned Law Enforcement ➤ 67 Commissioned Corrections ➤ 32 Professional Staff
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RESOURCES NEEDED TO ACCOMPLISH GOALS/OBJECTIVES/TASKS

	<p><u>Corrections</u></p> <p>Four factors drive the Department’s need for additional resources in Corrections.</p> <ol style="list-style-type: none"> 1. The need for basic operational considerations which accompany a professionally run Corrections facility. 2. Managing the facility in conjunction with the laws in place relative to inmate housing and care (i.e. Federal law suit). 3. Increase in Pierce County population and accompanying growth in crime. 4. Cuts in funding for social and health care at the Federal, State and County level (i.e. medical/mental health). <p>The jail continues to lack the necessary staffing for supervisory and logistic staff to meet the current and future inmate population. These staff would consist of additional Lieutenants and Sergeants for various assignments (i.e. court security, daily operations, booking).</p>
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An additional Supply Officer to process, monitor and transport large shipments of supplies throughout the jail and a correctional technician to oversee inmate laundry is recommended. This position would help in diminishing existing overtime costs.

The inmate population continues to be very sick and unhealthy. With increased pharmacy and outside hospital costs the requirement for resources are budgetary.

The mental health population continues to rise and is anticipated to grow with funding resources cut at the State and County level. Jails are not set up to handle mental health issues, nor should this population be in jail. Anticipating the impact this will have on the jail, it is recommended to add additional mental health staff to address this anticipated need.

There is a medical unit consisting of approximately 12 beds in the jail that currently is not used due to lack of assigned staff. That may assist in diminishing the hospital transports or long term hospital stays if the unit was staffed. This would include additional corrections deputies for transport and guarding and medical/mental health staff.

Law Enforcement

There is a duty that attends positions of public trust. This duty involves providing the public with a frank assessment of what it will take to do the job properly. Since 1997, the Department has presented a budget request for additional resources in order to do the job properly. The request for proper funding has occurred on an annual basis in presenting the Sheriff Department budget to the County Council. Unfortunately the additional funding has not occurred and the staffing levels have continued to fall behind.

In 2001, an independent performance audit commissioned by the County Council reported that, using 1999-2000 base years, the Department needed nearly 60 additional Sheriff Deputies in those years in order to do the job properly. The Department, year after year, has the lowest or nearly lowest ratio of Deputies to population of any large County in Washington State.

While recognizing the County does not have infinite resources and there are real limits in terms of revenue available to fund additional Sheriff Deputies, there is still a reality that the funding has never been adequate for law enforcement staffing and we continue to fall more and more behind. The economic downturn did impact the staffing levels in the Department and since 2008 we have cut 24 full-time commissioned staff from the budget. There has also been an impact on the response times to the same level of calls. The

	<p>Department has cut the Neighborhood Patrol Deputy Program which was focused on problem oriented policing in specific areas in the County. Investigations are focused on major violent crimes, which means property crimes and quality of life issues are not addressed.</p> <p>The resources that are necessary to “do the job right” require a significant amount of funding that obviously will require other avenues of funding from the citizens it serves. The projection for additional staff is approximately an addition of 80 law enforcement deputies, 67 Corrections Deputies and 32 professional staff to provide the level of service that is the norm throughout the State of Washington.</p>
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SOLUTIONS

Solutions from the Sheriff's Department	
Scheduling of Client Interviews	Department of Assigned Counsel recommends working with jail staff, Department of Assigned Counsel and courts to ensure calendaring of transports for client interviews with attorneys occurs in a timely manner.
Solution	Sheriff's Department will work with jail staff, D.A.C. and courts to ensure calendaring of client interview will occur.
Witness Coordination	Prosecutor's Office recommends a direct access to one Department contact for witness coordination.
Solution	Sheriff's Department will provide chain of command and contact name of person who will be coordinating Sheriff's Department witnesses.
Coordination of Supplemental Reports	Prosecutor's Office would benefit from a notification when a supplemental report has been issued for an ongoing investigation.
Solution	Research capability of LESA records to send an automatic email indicating there are additional reports on an on-going investigation.
Access to crime scene photos and reports	Medical Examiner would benefit from access to crime scene photos and police reports to assist in autopsies.
Solution	Research capability of providing access to the Medical Examiner of crime scene photos and reports to assist in autopsies.
Solutions from the Prosecutor's Office	
Notification of case status and court information.	Sheriff requests notification if a case is moving forward, court date location and time as much in advance as possible.
Solution	Certainty of schedule is optimal and we will continue to provide as much advance notice of schedule changes to deputies as possible. We have scheduled meetings with 2011 CDPJ Judge Cuthbertson to work on issue of predictability.
Booking of inmates of Western State Hospital	Sheriff Department requests coordination and support of the policies in place that residents at Western State Hospital are not booked into the jail for felony crimes. The request also includes following the policy that Western State Hospital misdemeanor charges would not be booked into the jail and charges would be addressed by Lakewood Court.
Solution	The Prosecutors Office will direct the Team Chiefs to ensure they adhere to this policy and will provide periodic reminders.
Solution	Collaborative communication between all of the Criminal Justice Agencies to address legislation and/or mandates that impact local response, prosecution, jail housing, court services, etc., and questions relative to their impacts. In terms of the plan, create a mechanism or focal person

	responsible to reach out to State agencies of all kinds to stay informed of what is going on and how the discussions impact our systems. This person would represent the County's Criminal justice system to anticipate or plan a response to the impacts of projects, legislation particularly unfunded mandates.
Follow-up on individuals legislatively declined	It would benefit Juvenile Court if there is cooperation relative to individuals that are legislatively declined and a follow-up of what has happened to them.
Solution	Prosecutor is working on forms that will address the issue and paperwork they have to fill out to assist in the impact on Juvenile Court.
Offer and Criminal History Sheet	Dept of Assigned Counsel would benefit if the Prosecutor's Office faxed the offer sheet and criminal history sheet to D.A.C. before pre-trial. This would allow time for D.A.C. staff to talk with their clients to assist in preparation for their pre-trial hearing.
Solution	There is access to County information through LINX but there probably isn't the information they need from other agencies (i.e. Counties, States, etc.) Prosecutor is only permitted to allow certain people to access this information which slows down the process in obtaining the information that is required for the pre-trial hearing.
Document filing utilizing technology	Court Clerk would benefit if all documents could be filed through the technology system (L.I.N.X.).
Solution	Work to create a mechanism for the criminal and family support division to be able to communicate through L.I.N.X.
Communication relative to "large" cases	It would be beneficial to have the lead investigator and the assigned Deputy Prosecuting Attorney meet on a large case well in advance of the court date to discuss the necessary information the Prosecutor's Office may need, identify the process and schedule the staff that needs to appear for the trial.
Solution	Prosecutor will work closely with lead detectives on major crimes to ensure requests for further action are timely; however they may not be able to eliminate unforeseen circumstances.
Notification of Forensic Witnesses	Provide a witness list in advance of the trial and schedule a pre-trial conference to ensure the forensic expert is prepared for the trial.
Response	Will emphasize the need to work closely with forensic investigators to ensure adequate notice of the scope and timing of testimony
Determination of NCF'd cases	It would be helpful to notify the Deputies prior to a case of the NCF determination if it is due to insufficient evidence or procedure deficiencies on the part of the Deputy.

Solution	Will work to improve notice and completeness of reasons for decisions not to charge. This may include attempts to contact patrol deputies are reports are being reviewed.
Notification of charging decisions and plea bargains	Timely notification to the Criminal Investigation Division (C.I.D.) of the Sheriff Department about charging decision on a case and the reason why there may not be a charge filed. Plea Bargains should not include release of civil asset seizure items without consulting the Special Investigations Unit of the Sheriff Department.
Solutions	<ul style="list-style-type: none"> • Will work to improve notice and completeness of reasons for decisions not to charge. • Will continue with policy to not give back civilly seized assets without Special Investigations Unit (S.I.U.) consultation.
Solutions from Department of Assigned Counsel	
Improved Communication	Prosecutor's Office stated that there have been more productive hearings due to improved communication.
Solution	Department of Assigned Counsel, Prosecutor and Pierce County Criminal Defense Bar representatives should meet as necessary to exchange system information and solicit critique on suggestions for improvement.
Timely resolution of competency cases	Sheriff Department Correction's Bureau will benefit from timely resolution of competency cases relative to the impact of the mental health population in the jail.
Solution	Emphasize importance of timely resolution of competency issues and engage Western State Hospital officials regarding protocols for advance notification to D.A.C. attorneys regarding mutually available potential evaluation dates and times.
Timely use of Jail Resources	The Corrections Bureau is impacted by staffing assignments and use of resources when a transport for an inmate to court is conducted and the Department of Assigned Counsel is not ready for the inmate.
Solution	Coordination between Court, D.A.C. and Prosecutor to insure that multiple overlapping Court dockets are kept at a minimum to prevent attorneys from having multiple Court appearances in different departments simultaneously. In addition, review case assignment policies to enhance efficiencies.
Solution from the Juvenile Court	
Updating/Correction Juvenile Bookings	The Forensics Division of the Sheriff Department is impacted by a complex workflow for updating and correcting juvenile bookings on a daily basis. This workflow could be modified with technology enhancements.
Solution	Ongoing discussion for integrating the probable cause queue for adult categories into the juvenile category of LINX and JUDI online systems.

Improved training for Juvenile Detention Officer Staff	The Prosecutor’s Office recommended improving training for Juvenile Detention Officer staff on information/system and improvement in communication with line probation staff on their efforts to “informally” violate kids on active probation.
Solutions	<ul style="list-style-type: none"> When the transition occurs and Juvenile Detention Officer’s assume these duties we will be undertaking a massive training agenda and instituting a layer of quality control. We would ask that departments that are affected by our data systems to assist us in working through the “growing pains” of doing business different than in the past. Dealing with issues as they arise and collaboration involving discussion on the supervisory levels. We would seek ongoing specific examples to be discussed timely with supervisors or administrators as opposed to being addressed at the Case Processing Committee Meeting at a later time.
Consolidation of Services	The Corrections Bureau of the Sheriff’s Department asked about consideration of consolidation of provision of services (i.e. merging food, medical, etc.) between Corrections and Juvenile.
Solution	The Juvenile population has some similarities but many differences because of the type of population (youth) and the limited resources we have to provide their needs. A part of our Juvenile Detention Manager’s Association is a continuation of sharing “good deals” and evaluation of products and services between the numerous counties.
Solutions from the Medical Examiner	
Technology Enhancements	It would be more efficient for the Medical Examiner’s Office to become a “paperless” Office.
Solution	Information Technology Department has hired a contractor for the project and several meetings and staff workshops have been completed, however, the goal of having a “paperless” office will not be immediate.
Solution from the Court Clerk	
Technology Enhancements	The County Clerk’s Office greatly benefits to information in the online technology system (L.I.N.X.). Due to a lack of resources for additional programming hours these capabilities are not developed.
Solution	Lack of resources to budget programming hours for LINX enhancements continues to impact the enhancements for online information.
Solutions from the District Court	
Quality of Representation	District Court District Court recognizes a deficiency in the quality of representation that is provided by extra-hire staff.
Solution	Secure an increase in the number of Judges in the District Court, and enhance training for extra-hire staff and strive to secure increased full-time

	employee staffing.
Timely notification to the courts of scheduling conflicts	It is imperative to have timely communication via e-mail when an attorney might have a scheduling conflict or may be late.
Solution	Create protocol to inform Judicial Departments of scheduling conflicts and issues.
Efficiencies for court scheduling	The Corrections Bureau of the Sheriff Department would benefit if the District Court expanded video arraignment and use of space within the Jail for District Court on the weekends and holidays. This would affect overtime and transports to and from courts by the Corrections Deputies.
Solution	Begin discussions between the Court and the Sheriff Department to explore the capabilities and resources that would be required to affect these changes.

CONCLUSION

In the course of gathering all County criminal justice agencies in Pierce County together to discuss issues of the delivery of criminal justice services and the impact of population growth, four themes emerged:

1. Demand currently outstrips resources to meet demand.

Agencies note a demand for higher levels of service delivery by the public and by members of other criminal justice and governmental agencies. Recent cutbacks and postponement of system growth has resulted in reduction in levels of service, greater selectivity / prioritization case response and processing, deferral of efforts which could improve quality of the criminal justice system in Pierce County.

2. Increase in population will cause an increase in demand.

3. Improving current service delivery and meeting additional demand caused by increase in population will require effort on three fronts:

- a. A focus on greater coordination and cooperation where this can be properly, legally, and ethically accomplished.
- b. Development of additional information technology to improve the sharing and transmittal of pertinent information between Agencies.
- c. Additional resources to bring capacity to deliver services in line with level of services which should properly be delivered.

4. Even with improved information technology and efforts at closer cooperation, it will be necessary to grow resources (especially personnel resources).

Resources must be added if Pierce County is to have a strong, responsive, fair and effective criminal justice system as the County population increases in the years ahead.

All of the participating agencies have agreed to take steps to extend additional cooperation and coordination of effort where such efforts would not interfere with ethical and legal constraints of the system (e.g. attorney client privilege). This report lists examples detailing the willingness of agencies to make adjustments in policy and practice where these adjustments can assist the mission of the respective Agency as well as the overall goals of the criminal justice enterprise in Pierce County. Agencies have already begun implementing several of these efforts.

All of the participants agreed that the system could benefit from a more robust and fully integrated criminal justice information system. The goal would be to reduce the cost and effort of producing, storing and transmitting information between agencies. It is recognized that this might involve improving the quality and power of existing legal / criminal justice information systems and developing new aspects to serve needs such as timeliness of prosecutor access to reports; assigned counsel access to full criminal history of defendants; and providing necessary court documents to jail personnel at the conclusion of hearings and trials. It is also recognized that improving criminal justice information systems will cost money. But given the expressed

interest in improving information systems, it is apparent that such an investment would be worthwhile.

It is recommended that participants in the Pierce County Criminal Justice Vision Group work with the County Executive, County Council and County Information Technology Department to begin the process of planning for the upgrade of selected aspects of the criminal justice information systems.

All of the participating agencies recognize that significant population growth will occur in Pierce County when the economic climate improves. All agencies recognize that population growth will bring an increase in the need and demand for criminal justice services. Larger, more densely populated, urbanized, metropolitan jurisdictions need more criminal justice services than smaller, sparsely populated, less urban jurisdictions which are not tied to larger metropolitan areas.

The last ten years have been characterized by population growth and a need to accommodate expanded criminal justice expectations and demand on the part of the public, legislative bodies and courts. Efforts have been made to keep up with demand both by expanding criminal justice budgets and by efforts at improving efficiency and effectiveness within agencies. At the same time, all participating agencies point to real and difficult challenges which they currently face as they seek to keep up with expectations, growth in demand and mandates (mostly unfunded mandates).

Given the current need to triage and prioritize criminal justice services, dictated by the economic downturn, Pierce County Criminal Justice agencies feel a need to rebuild their resources, service capacity to pre-recession levels and then go on to build to meet demand for population growth. This effort is both necessary and will be costly.

As noted above a larger, more densely populated Pierce County will be a Pierce County which will need to invest additional resources to maintain a population-appropriate, scale-of-demand-appropriate criminal justice system.

It is recommended that the County begin to assess how it will finance incremental growth in its Criminal Justice System to rebuild after the recession and to keep pace with a growing level of demand and the likelihood of continuing legal mandates for operation.

One approach to this challenge might involve the formation of a special citizens commission with representatives from the public, from the business community, from criminal justice agencies, from the Executive's Office and the County Council.

What is the alternative to proactively building a strong criminal justice system to keep pace with population growth? The alternative is a weak criminal justice system:

- one which creates an atmosphere of tacit tolerance to crime and disorder due to excessive need to narrowly prioritize effort;
- One which does not pursue efforts at crime prevention or community outreach or alternatives to incarceration out of the need to provide only the most basic law enforcement and jail services;
- One which hampers the pursuit of civil justice as criminal justice demand absorbs nearly all of our court resources;
- One in which there are too few Deputy Prosecutors to pursue felony level crimes such as burglary and theft and fraud;
- One in which Assigned Counsel caseload falls far beyond standardized levels provoking costly appeals related to issues of representation;
- One in which the Juvenile Court falls further behind in efforts;
- One in which the Medical Examiner is perpetually short-staffed and under-equipped making quality autopsies more difficult.

The alternative is not just weak, marginal and often ineffective the alternative is a degradation of the civic infrastructure and, ultimately, the economic vitality of the County. All aspects of our civic infrastructure - - - from schools to transportation to housing stock to medical facilities to the arts and, ultimately the well-being of the local economy, - - - are dependent upon a foundation of public safety and public order and procedural fairness which, in turn is dependent upon the strength and quality and adequacy of the criminal justice system.

Each of the participants feels strongly that if we ignore the strength and quality and adequacy of the criminal justice system we risk all that we value in our community.

Each of the participants stands ready to invest time and effort to:

- Improve the existing criminal justice system by implementing greater coordination of effort and increasing cooperation between Agencies.
- Seek ways to upgrade and improve criminal justice information systems to increase overall information sharing, efficiency and effectiveness.
- Work with County government and with the citizens of Pierce County to identify the resources necessary to see that criminal justice system capacity returns to pre-recession levels and then keeps pace with population growth and growth in demand.

Each of the participants believes that it is necessary to move on each of these initiatives as soon as possible. Each is important in its own right and for its contribution the whole. Each deserves our attention, not successively, but simultaneously.

APPENDIX 1

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Viewpoint

Pierce County needs unified strategy to address crime

BY PAUL PASTOR

The worst economic situation in decades has resulted in budget cuts to sheriff's personnel, to the Pierce County jail, courts and prosecutor's office. This all comes at a time when Pierce County's rates of property crime and violent crime and when deadly assaults on law enforcement officers are way too high.

This is not good news for Pierce County. We were the drive-by-shooting capital in the late 1980s and early 1990s' then became the meth lab capital of the state.

Thankfully, the community and the criminal justice system co-operated to overcome those two issues.

Sadly, we may on our way to becoming the cop-killing capital. This is not a distinction we want.

If the recession breeds another crime crisis while we are cutting public safety budgets, it may undermine the coming economic recovery in Pierce County as businesses, jobs and home buyers seek to avoid high-crime crisis areas.

So, what should we do? Blame the executive or the Pierce County Council? That would not be the right thing to do because the revenue is just not there. Both the executive and the council are trying to minimize cuts to criminal justice agencies.

We should expect all agencies to do what the Sheriff's Department is doing: carefully prioritize our services and deliver as much as we can even with reduced funding. But there is one more thing we ought to do. It will help us in the long run and it costs very little.

We should take this opportunity to establish a County-wide criminal justice strategic plan and implement that plan as economic conditions improve.

I recognize that there are ongoing auditing and planning efforts under way, but these efforts address problems piecemeal. They all fail to address one very important question: What should the criminal justice system of Pierce County look like in the future?

Pierce County currently has a population of about 813,000 people. Its criminal justice system is organized for a population of about 600,000 people. In a few years, it is likely that Pierce County will have a population of one million. Think about it: one million people.

What are we doing to prepare our criminal justice system to serve so many people and keep them safe? The answer is that we are not preparing ourselves. It is high time that we do something.

What should we do? First, let's not hire some outside consultant. Let's use the talent we have. Let's form a small group - no more than about a dozen elected and appointed officials - and produce a solid criminal justice plan. And let's do so in a short time.

The plan should address realistic approaches to resolving issues such as law enforcement staffing and deployment; jail population and jail crowding; court dockets and the ability to deliver fair, timely trials; and the ability of the prosecutors to mount strong prosecutions to help stop growing crime problems.

It should also consider funding mechanisms to ensure that Pierce County has a first-class criminal justice system.

The system should have resources necessary to do the job right and keep our citizens safe. The plan should set the direction for criminal justice in Pierce County for the next five years

Let's use this opportunity to stop tinkering with the same minor problems. Let's decide where we need to be and let's decide how we will get there.

One last question: Why should those who live in cities care about the state of the County criminal justice system?

First, because criminals do not observe city limit signs.

But also because, whenever and wherever an arrest is made for a felony, the County is responsible for jailing, prosecuting, trying and often providing defense counsel in the case. The fact is that a great deal of our response to serious crime is, by law, the responsibility of the County.

Thus a strong County criminal justice system protects people who live in our cities as well as those who live in unincorporated areas.

The question for every resident of Pierce County: As our population grows to 1 million, how much public safety would you like to have? Let's get our act together now to be sure that you and your family have a safer and more secure future.

Paul Pastor is the elected sheriff of Pierce County.