

## **Strategic Plan**

# **Seattle's Criminal Justice Response to Domestic Violence**

**2010 – 2012**

**Approved  
October 28, 2009**

A product of the Seattle Domestic Violence Prevention Council

Developed by the Criminal Justice Subcommittee of the Seattle Domestic Violence  
Prevention Council

Managed by the Human Services Department, Domestic Violence and Sexual  
Assault Prevention Division

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## Introduction

The 2010-2012 Domestic Violence Strategic Plan builds upon a long history of efforts by the City of Seattle to achieve a bold vision – that Seattle will become a community where domestic violence does not exist. This proposed plan is the next logical step in Seattle’s efforts to continually reflect upon and improve our system’s response to domestic violence.

### **2010-2012 plan builds on previous plans**

Seattle’s first Domestic Violence Strategic Plan was launched in 1998 and was the first effort to look at a systemic response to domestic violence in Seattle. This first strategic plan included such accomplishments as the creation of the Police Department’s Victim Support Team, an initiative to apprehend fugitive domestic violence offenders, the Seattle/King County Firearms Forfeiture Project, the Victim Defendant Project, and several research projects regarding protection orders and barriers faced by marginalized populations.

Subsequently, the city embarked on a comprehensive assessment of Seattle’s criminal justice system, which resulted in the city’s second Domestic Violence Strategic Plan 2005-2009. This plan was very detail-oriented and task specific based on recommendations that came out of the comprehensive assessment. The 2005-2009 plan identified eight strategic areas: Advocacy, Batterer Intervention, Firearms, Investigation, Prosecution, Sanctions, Special Populations, and Victim Defendants. The scope of this strategic plan was ambitious and pushed Seattle to address critical issues in the system response to domestic violence. The accomplishments resulting from this plan are many and varied, including:

- Implementation of the High Risk Offender program in the City Attorney’s Office to provide specially targeted prosecution to high risk offenders
- Policies and procedures for the surrender, seizure and forfeiture of firearms from domestic violence offenders
- Continued support for victim defendants, particularly creating linkages between advocates and defenders
- Launch of the Family Justice Center planning effort

While these accomplishments are commendable, criminal justice planners want the next strategic plan to be flexible so that the Seattle response can readily address emerging trends and circumstances, linked in with other regional efforts, and less task and more outcome centered.

### **Items from the 2005-2009 plan that are incorporated in the 2010-2012 plan**

A number of thematic areas from the 2005-2009 plan are carried into the 2010-2012, since there is still work to be done in these areas. For instance, there is an on-going need to continue to foster relationships between criminal justice-based and community-based advocates, and to continue to evaluate and improve the services provided by system-based advocates.<sup>1</sup> The 2010-

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<sup>1</sup> **Criminal justice-based advocates (or system-based advocates)** are employed by prosecution and/or law enforcement agencies. These advocates initiate contact with victims upon receipt of a domestic violence incident report or criminal complaint. System-based advocates may only work with the person listed as the “victim” in the

2012 plan also emphasizes work with several special populations that were identified in the 2005-2009 plan – immigrants and refugees, elders, and victim defendants. The new plan also looks at batterer accountability in terms of investigation, prosecution, and intervention programs. Overall, the 2010-2012 plan builds on the foundation created by the 2005-2009 plan, and strives to move Seattle forward in its efforts to respond to domestic violence.

In 2008, 11 (20%) of the 56 objectives in the 2005-2009 plan were eliminated due to funding constraints. The DVPC recommended that these items be considered for possible inclusion in future strategic plans. Of the 11 objectives removed, four are being incorporated into the 2010-2012 plan in whole or in part.

- Improve compliance rates for domestic violence offenders in Seattle’s criminal justice system – the 2010-2012 plan includes actions on the part of Seattle Municipal Court to increase offender compliance with court mandates (item 2.2). The action steps are different than the 2005-2009 plan and take into account the current realities of Seattle’s court system.
- Explore alternatives to confinement for domestic violence offenders and propose a plan for implementation – the 2010-2012 plan focuses on exploring alternatives to batterer intervention programs which is a reflection of the current environment in Seattle-King County (item 2.3). Alternatives to confinement for domestic violence offenders may continue to be investigated during the new plan; however, it is not a specific strategy.
- Formulate a process prior to sentencing to enhance the information judges have for sentencing domestic violence offenders – this specific objective is not called out in the 2010-2012 plan, however, the strategy around collaborative working relationships between City Attorney’s Office Domestic Violence Unit and Seattle Municipal Court Probation (item 3.2) is aimed at addressing information needed for sentencing recommendations.
- Community education campaigns (two separate objectives – one focused on the connection between domestic violence and firearms and the other on domestic violence among marginalized populations) – the scope and cost of a community education campaign is still prohibitive, however, the 2010-2012 plan does include strategies focused on increasing public awareness of domestic violence as well as an emphasis on supporting a primary prevention program (items 5.1 and 5.2).

The other seven items removed from the 2005-2009 plan were not included in the 2010-2012 plan, primarily due to funding and staffing constraints:

- Three objectives related to policies, protocols and written procedures for firearm removal from those prohibited from possessing firearms due to domestic violence civil

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criminal case; they cannot work directly with survivors who are arrested. The relationship with the victim is limited primarily to the life of the criminal case. Information shared by the victim with the system-based advocate is not confidential; information and records are available to prosecutors and law enforcement per the rules of discovery

**Community-based advocates** are employed by community-based domestic violence victim service agencies. Domestic violence survivors initiated contact with community-based advocates, and these advocates provide advocacy-based counseling. Information shared by the victim with a community-based advocates is confidential and privileged.

protection orders – not currently included in the 2010-2012 plan due to larger legal issue of ‘freshness’ of information to substantiate a search warrant for firearms in civil protection orders.

- One objective regarding training for mandatory reporters and other key community partners on such issues as warning signs, reporting requirements, liability, and community resources – not included in 2010-2012 plan as this would be duplication of existing training programs offered by community-based agencies and others.
- Two objectives related to police investigations (one related to ‘gone on arrival’ suspects and the other related to misdemeanor follow-up investigations) – not included in the 2010-2012 plan due to technology limitations and prioritizing of current staffing.

### **Development of the 2010-2012 plan**

The Criminal Justice subcommittee of the Seattle Domestic Violence Prevention Council served as a Strategic Plan work group. The Criminal Justice subcommittee is made up of representatives from Seattle’s three main criminal justice agencies – Seattle Police Department, City Attorney’s Office, and Seattle Municipal Court – as well as representatives from a number of community-based agencies, including the King County Coalition Against Domestic Violence. The members of this subcommittee met monthly for approximately one year to review the existing Domestic Violence Strategic Plan 2005-2009 and identify what worked well and what did not; review similar strategic plans and safety audits from comparable municipalities around the United States and identify ideas or themes that could be explored in a new Seattle strategic plan; and conduct a mini SWOT analysis of Seattle’s criminal justice response, identifying strengths, weaknesses and opportunities in the current system. The result was a list of recommendations for what the next strategic plan should encompass, the main themes for the plan, and the guiding principles and critical success factors for the new plan.

Concurrently with work conducted by the Criminal Justice subcommittee, the Human Services Department also conducted a satisfaction survey with 83 victims of domestic violence who had interacted with the Seattle criminal justice system; additionally, we conducted follow-up interviews with a subset of 20 of those who responded to the survey. The information from the surveys and the interviews, particularly in regards to victim advocacy and safety, helped formulate several of the strategies and actions included in the 2010-2012 plan.

### **2010-2012 plan is different**

Much progress has been made in Seattle’s response to domestic violence as a result of the previous strategic planning initiatives undertaken by the city. The proposed 2010-2012 plan aims to focus attention on four specific goals – victim safety, batterer accountability, stakeholder collaboration, and prevention efforts. These four goal areas continue some of the work begun as part of the 2005-2009 strategic plan, such as in the areas of victim advocacy, batterer intervention, special populations and victim defendants, but also strives to reduce silos between agencies by emphasizing collaboration and coordination and initiating a focus on primary prevention. In developing the new plan, the Criminal Justice subcommittee repeatedly returned to a set of guiding principles that emphasized that a more succinct plan would be tangibly impactful. One example of this is the inclusion of the livality review as a means for

identifying and addressing gaps in the Seattle criminal justice system response to victim safety. Another is the exploration of a batterer intervention gold standard as a way to improve the monitoring of batterer intervention programs

Through the 2010-2012 plan, the City of Seattle aspires to have a living and evolving document that is responsive to emerging issues, ideas, and opportunities. A plan that is succinct, flexible, and impactful, that creates a greater sense of ownership among the participating agencies, and that moves Seattle closer to the realization of a bold vision for our community – a place where domestic violence no longer exists.

## Overview:

# Domestic Violence Criminal Justice Strategic Plan 2010-2012

### Purpose

- To provide a framework for the continuous review and improvement of the City of Seattle's response to domestic violence

### Overarching Goals

- Victim Safety
- Batterer Accountability
- Stakeholder Collaboration
- Prevention Efforts

### Guiding Principles

- **Collaboration** - fosters regional collaboration and relationship-building within and across systems.
- **Results** - focused strategies and meaningful results.
- **Balance** - innovative, new initiatives balanced with day-to-day work.
- **Flexibility** - a living and evolving document that is responsive to emerging issues, ideas, opportunities and methods.
- **Realistic** - funding sources and constraints are considered when prioritizing objectives and tasks.

### Critical Success Factors

- **Commitment** to using evidence-based and/or best practices
- **Relationships** are important and valued
- **Pride of ownership** among stakeholders
- **Incubator** for new ideas and a place for problem solving/resolving
- **Institutionalize** system improvements
- **Support and collaborate** with other regional and state-wide initiatives
- **Accurate and timely** data collection, reporting and analysis

# Strategies and Actions

## Strategy One: Provide consistent, quality services to all domestic violence victims

### Why this Strategy?

Victim safety is the underpinning of the criminal justice and community based response to domestic violence – first and foremost. Continuous analysis and improvement in systems directed towards keeping victims safe, including implementing new programs to serve marginalized populations, is the goal of this strategy. In some instances, the community of providers and victims has requested specific improvements; in others, such as the livality reviews, City leaders desire a proactive, risk management approach to identifying and improving policy, practice, training, resource deployment, information and collaboration within the Seattle criminal justice response to domestic violence.

No.	Action	Steps	Agency Responsible
1.1	Identify and address gaps in the Seattle criminal justice system response to victim safety	<ul style="list-style-type: none"> <li>a. Conduct livality reviews as outlined in the Livality Review guidelines.</li> <li>b. Identify gaps in policy, practice, training, resource deployment, information and collaboration within the Seattle criminal justice response to domestic violence and victim safety.</li> <li>c. Develop and implement recommendations for system based improvements based on livality review findings.</li> <li>d. Monitor implemented recommendations to assess achievement of desired outcomes regarding policy, practice, training, resource deployment, information and collaboration.</li> </ul>	<p><u>Lead:</u> Human Services Department</p> <p><u>Contributors:</u> Seattle Police Department, City Attorney’s Office, King County Prosecuting Attorney’s Office</p>



No.	Action	Steps	Agency Responsible
1.2	Improve access to community-based services for domestic violence victims who interact with the Seattle criminal justice system	<ul style="list-style-type: none"> <li>a. Review City of Seattle system-based advocate policies and practices regarding referral of victims to community-based service providers.</li> <li>b. Conduct survey or focus groups with domestic violence victims who have cases in the Seattle criminal justice system to learn more about why they do or don't access community-based services.</li> <li>c. Facilitate discussions with systems based advocates, community based advocates and other service providers to determine ways to improve accessibility of services for victims of domestic violence.</li> <li>d. Develop and implement recommendations for improved access to community-based services for domestic violence victims.</li> <li>e. Monitor approved and implemented recommendations to ensure achievement of desired outcomes for victims.</li> </ul>	<p><u>Lead:</u> City Attorney's Office, <u>Contributors:</u> Human Services Department, Seattle Police Department</p> <p>Criminal Justice subcommittee to review policies/protocols and develop recommendations</p>
1.3	Explore the impact of system-based advocacy on victim safety	<ul style="list-style-type: none"> <li>a. Research national best practices for system-based advocacy for victims of domestic violence.</li> <li>b. Conduct a satisfaction survey with domestic violence victims who interact with the Seattle criminal system. Survey questions will focus on victim interactions with system-based advocates and the distinction between system-based and community-based advocates.</li> <li>c. Design and implement a small research project to determine the correlation between system-based advocate involvement with a victim and prosecution success. Purpose of the research project is to determine at what point(s) in the progression of a case is system-based advocacy the most beneficial to victims' perceptions of safety, favorable outcomes for the prosecution, and batterer accountability.</li> </ul>	<p><u>Lead:</u> City Attorney's Office <u>Contributor:</u> Human Services Department</p>

No.	Action	Steps	Agency Responsible
1.3	Explore the impact of system-based advocacy on victim safety (continued)	<ul style="list-style-type: none"> <li>d. Identify, implement and monitor skill-building training for Seattle system-based advocates (<i>Funding not identified</i>).</li> <li>e. Implement and monitor policy and/or procedural changes regarding system-based victim advocacy based on satisfaction survey and research project.</li> </ul>	
1.4	Improve ability of Limited English Proficient domestic violence victims to understand and engage with the Seattle criminal justice system	<ul style="list-style-type: none"> <li>a. Review policies and protocols within each criminal justice system department regarding interactions with limited English proficient domestic violence victims.</li> <li>b. Identify commonalities across systems and gaps in existing policies/protocols.</li> <li>c. Develop and implement recommendations to address gaps identified in policies and protocols for working with limited English proficient domestic violence victims.</li> <li>d. Identify and implement training for Seattle criminal justice personnel on working with limited English proficient victims and revised policies and protocols (<i>Funding not identified</i>).</li> <li>e. Create linkages between criminal justice agency staff and the Peace in the Home Helpline (<i>Arrest Program Grant</i>) so that limited English proficient victims are more easily connected to linguistically and culturally appropriate community-based services.</li> <li>f. Monitor approved and implemented recommendations to determine if they are being followed.</li> </ul>	<p><u>Leads:</u> City Attorney's Office, Seattle Police Department, Seattle Municipal Court Probation</p> <p><u>Contributor:</u> Human Services Department</p> <p>Criminal Justice subcommittee to review policies/protocols and develop recommendations</p> <p>Representatives from community-based agencies working with limited English proficient domestic violence victims to provide input</p>
1.5	Work toward a fair and just response for domestic violence victims charged with domestic violence-related crimes (victim defendants)	<ul style="list-style-type: none"> <li>a. Develop a common definition of victim defendants.</li> <li>b. Determine the prevalence/incidence of domestic violence victims who are charged with domestic violence-related crimes in the Seattle criminal justice system.</li> <li>c. Review existing policies and protocols regarding Seattle criminal justice system response to victim defendants.</li> <li>d. Develop and implement recommendations to address gaps identified in policies and protocols for working with victim defendants.</li> </ul>	<p><u>Leads:</u> Seattle Police Department, City Attorney's Office, Seattle Municipal Court Probation, Public Defenders</p> <p><u>Contributors:</u> Human Services Department, King County Coalition Against Domestic Violence</p>

No.	Action	Steps	Agency Responsible
1.5	Work toward a fair and just response for domestic violence victims charged with domestic violence-related crimes (victim defendants) (continued)	<ul style="list-style-type: none"> <li>e. Identify and implement training for Seattle criminal justice personnel on victim defendant issue and revised policies and protocols (<i>Funding not identified</i>).</li> <li>f. Monitor approved and implemented recommendations to determine if they are being followed.</li> </ul>	Criminal Justice subcommittee to review policies/protocols and develop recommendations
1.6	Improve response to and services for commercially sexually exploited youth	<ul style="list-style-type: none"> <li>a. Develop and provide a training curriculum for criminal justice and community-based responders and providers that helps those trained, and the staff of the agencies they work for, to better understand how youth become involved in prostitution, how pimp/victim relationships are similar to domestically violent relationships, why it is hard to leave the life, and how best to identify, engage, motivate, treat (mental illness, trauma, and drug dependency) and work with these youth.</li> <li>b. Oversee a regional effort to develop and implement a coordinated community response plan that will include all key criminal justice and community responders and providers to determine and document their role, via a signed memorandum of understanding, in responding to and providing services for prostituted youth.</li> <li>c. Evaluate the response (<i>Funding not identified</i>).</li> </ul>	<u>Lead:</u> Human Services Department <u>Contributors:</u> Seattle Police Department, King County Prosecuting Attorney's Office, King County Juvenile Court, Prostituted Youth Advisory Committee

No.	Action	Steps	Agency Responsible
1.7	Identify and address gaps in the City of Seattle's personnel policies regarding Domestic Violence in the Workplace	<ul style="list-style-type: none"> <li>a. Review the City of Seattle existing personnel policies and training regarding Domestic Violence in the Workplace.</li> <li>b. Identify commonalities and gaps across City departments regarding the practices and procedures for implementation of the existing Domestic Violence in the Workplace personnel policies.</li> <li>c. Develop and implement recommendations to address gaps identified in the existing Domestic Violence in the Workplace policies and training.</li> <li>d. Monitor approved and implemented recommendations to determine if they are being followed.</li> </ul>	<u>Lead:</u> City Personnel, Human Services Department <u>Contributors:</u> All City Departments serving on the Domestic Violence Prevention Council

## Strategy Two: Provide consistent, quality services and accountability for batterers

### Why this Strategy?

The community of providers and responders has long been concerned about the lack of oversight and monitoring of the 21 agencies providing batterers' intervention programs at 33 certified sites in King County; some programs are excellent, but others are very lax, allowing batterers to 'shop' for the least accountable programs to fulfill their court ordered treatment requirements. No regulatory body has the authority or funding to monitor these programs; the State's process of issuing new and renewal certifications is a paperwork process only. Additionally, alternative sanctions for batterers, excluding costly and marginally effective jail sentences, should be considered.

No.	Action	Steps	Agency Responsible
2.1	Improve monitoring of batterer intervention programs	<p>a. Convene a Batterers' Intervention Program Gold Standard group to include batterers' intervention program providers, domestic violence victims advocates, and court and probation personnel. Develop best practice model policies and procedures to adequately assess the safety of the victims of perpetrators enrolled in batterer intervention programs.</p> <p>b. Utilizing the Washington Administrative Code minimum standards for Batterers' Intervention Programs, determine and develop best practices, model practices and protocols, and standards for:</p> <ul style="list-style-type: none"> <li>• Victim notification</li> <li>• Screening criteria for program participants</li> <li>• Intake forms and assessment tools, reporting forms</li> <li>• Consequences for batterers who have inadequate program attendance, who re-offend, and/or who are in non-compliance with program requirements</li> </ul>	<p><u>Lead:</u> Human Services Department</p> <p><u>Contributors:</u> City Attorney's Office, Seattle Municipal Court Probation, Gold Standard Group (e.g. Batterers' Intervention Program providers)</p>

No.	Action	Steps	Agency Responsible
2.1	Improve monitoring of batterer intervention programs (continued)	<ul style="list-style-type: none"> <li>• Sharing of information between all pertinent response agencies</li> <li>• Curriculum, particularly related to the impact of violence on children and the incompatibility of abuse with responsible parenting</li> <li>• Relationships with Victim Services providers</li> </ul> <p>c. Determine options for monitoring Batterers' Intervention Program provider compliance with the Washington Administrative Code (e.g. state, local jurisdiction, peer review, other). Recommend preferred option as a legislative change state-wide, or implement an agreed upon option in King County, if no legislative change is forthcoming.</p>	
2.2	Enhance coordination across systems to hold batterers accountable	<p>a. Explore the use of Memorandums of Understanding between criminal justice agencies and batterers' intervention programs regarding roles and responsibilities and expectations of each party.</p> <p>b. Encourage the criminal justice system to use a designated referral system that orders batterers into programs that have achieved 'gold standard' status (e.g. those programs that participate in and implement the activities outlined in 2.1 above).</p> <p>c. Support legislative efforts that provide sanctions and/or progressive sentencing for repeat domestic violence offenders.</p>	<p><u>Lead:</u> Human Services Department</p> <p><u>Contributors:</u> City Attorney's Office, Gold Standard Group (e.g. Batterers' Intervention Program providers), King County Prosecuting Attorney's Office</p>
2.3	Increase offender accountability with court mandates	<p>a. Develop and implement a pilot project on computerized monthly reporting for batterer intervention programs with Seattle Municipal Court clients.</p> <p>b. Design and implement a standardized reporting form to be used by all batterer intervention providers with Seattle Municipal Court clients.</p>	<p><u>Lead:</u> Seattle Municipal Court</p>

No.	Action	Steps	Agency Responsible
2.4	Investigate alternatives to batterer intervention	<p>With input from the Batterer’s Intervention Program Gold Standard group, work with the Center for Court Innovations and other national programs and leaders:</p> <ol style="list-style-type: none"> <li>a. Attend trainings and conferences regionally and nationally to learn about new and innovative alternatives to batterers’ intervention programs used in other jurisdictions.</li> <li>b. Review and evaluate current research to identify innovative approaches other than jail for holding batterers accountable. Weigh the effectiveness and cost of treatment models (including Colorado’s three level treatment model) versus accountability models focused on intervention, education and imposing consequences for non-compliance (Lundy Bancroft, New York model, Center for Court Innovations).</li> <li>c. Should preferred options be identified through the above evaluation process, work with local key criminal justice agencies to determine the acceptability of and opportunities for piloting one or more of the options.</li> <li>d. Evaluate the effectiveness of any new program(s).</li> <li>e. Based on the evaluation of the pilot program(s), develop recommendations to align local funding for Batterers’ Intervention Programs accordingly.</li> <li>f. Consider recommending preferred option/s as legislative alternatives in the Revised Code of Washington and the Washington Administrative Code.</li> </ol>	<p><u>Lead:</u> Human Services Department  <u>Contributors:</u> City Attorney’s Office, Seattle Municipal Court Probation, Gold Standard Group (e.g. Batterers’ Intervention Program providers), Public Defenders, King County Prosecuting Attorney’s Office</p>

## Strategy Three: Enhance collaboration and coordination across systems, institutionalizing system improvements

### Why this Strategy?

Without collaboration and coordination across systems, we cannot achieve the goals set forth in this plan. A number of the identified actions are either underway, newly funded, or are expansions of existing, successful programs. All are important refinements or enhancements to the existing systems, and have either been requested by criminal justice professionals or by the community of providers.

No.	Action	Steps	Agency Responsible
3.1	Strengthen working relationships between Seattle Police Department Domestic Violence Unit and City Attorney's Office Domestic Violence Unit	<ul style="list-style-type: none"> <li>a. Implement and monitor a process between City Attorney's Office Domestic Violence Unit and Seattle Police Department Investigations Division and patrol officers whereby information regarding quality and completeness of domestic violence incident reports and preliminary investigations is shared in order to improve reporting and prosecutions of domestic violence crimes.</li> <li>b. Monitor ongoing training for Seattle Police Department patrol on domestic violence incident reporting and preliminary investigations so that reports and investigations are complete, thorough and provide sufficient information for the City Attorney's Office to determine whether to pursue criminal charges.</li> <li>c. Evaluate the impact of this process on investigation and prosecution of cases.</li> </ul>	<p><u>Leads:</u> Seattle Police Department and City Attorney's Office</p> <p><u>Contributor:</u> Human Services Department (support as needed)</p>



No.	Action	Steps	Agency Responsible
3.2	Strengthen working relationships between City Attorney's Office Domestic Violence Unit, Seattle Municipal Court Probation, and Public Defenders	<ul style="list-style-type: none"> <li>a. Investigate feasibility of a process for a joint review of cases by the City Attorney's Office Domestic Violence Unit, Seattle Municipal Court Probation and Public Defenders prior to sentencing to address the need for access to necessary information by all parties.</li> <li>b. Implement a process for reviewing cases by City Attorney's Office Domestic Violence Unit, Seattle Municipal Court Probation and Public Defenders prior to review hearings for offender non-compliance to address the need for access to necessary information by all parties.</li> <li>c. Monitor the impact of this process.</li> </ul>	<u>Leads:</u> City Attorney's Office, Seattle Municipal Court Probation, Public Defenders <u>Contributor:</u> Human Services Department (support as needed)
3.3	Improve information sharing between Seattle/King County criminal justice agencies	<ul style="list-style-type: none"> <li>a. Identify information sharing gaps in existing systems and address information restrictions that exist between agencies.</li> <li>b. Implement simple, low tech fixes to address information gaps and improve sharing of information.</li> <li>c. Develop recommendations for upgrades to system-based information technology systems so that information is more easily accessible by criminal justice agency staff (<i>Funding not identified</i>).</li> <li>d. Design, implement and monitor the Protection Order Enforcement and Tracking Project which is designed to create a real-time computer-based information sharing mechanism so that Seattle criminal justice agencies can instantly track violations of criminal No Contact Orders issued by Seattle Municipal Court (<i>Arrest Program Grant</i>).</li> <li>e. Engage King County in discussions about expanding the Protection Order Enforcement and Tracking Project to include</li> </ul>	<u>Leads:</u> Seattle Police Department, City Attorney's Office, Seattle Municipal Court <u>Contributors:</u> Human Services Department (Arrest Program Grant administration), Seattle Justice Information System Steering Committee, King County Court system  Criminal Justice subcommittee to review information sharing gaps and develop recommendations

No.	Action	Steps	Agency Responsible
3.3	Improve information sharing between Seattle/King County criminal justice agencies (continued)	civil protection orders so that Seattle criminal justice agencies will be able to have access to real-time computer-based information in order to enforce civil protection orders ( <i>Funding not identified</i> ).	
3.4	Enhance the cultural competency skills of Seattle criminal justice personnel	<p>a. Identify staff from key criminal justice agencies to:</p> <ul style="list-style-type: none"> <li>• Determine the training topic population: immigrant and refugees? Other marginalized populations?</li> <li>• Meet with key community leaders/providers of domestic violence services and domestic violence victims who have interacted with the criminal justice staff and are members of or serve the target population, to discuss their experiences and to identify the types of training that is needed.</li> </ul> <p>b. Identify a training provider(s) who will meet with criminal justice agency leadership to develop the training curriculum; tie this training to pertinent aspects of the Race and Social Justice Initiative.</p> <p>c. Determine if practice and policy changes need to be made as a result of the training.</p> <p>d. Determine a method to evaluate the impact of the trainings</p> <p>e. Conduct the training.</p> <p>f. Evaluate the impact of the trainings and any resulting policy changes.</p> <p>g. Monitor how well individuals who completed the training are implementing training elements and provide feedback as necessary.</p>	<p><u>Leads:</u> Seattle Police Department, City Attorney's Office, Seattle Municipal Court, Public Defenders</p> <p><u>Contributor:</u> Human Services Department, Seattle Office for Civil Rights</p>

No.	Action	Steps	Agency Responsible
3.5	Foster co-location and coordination efforts between prosecution agencies	<p>a. Continue implementation of the Domestic Violence Liaison project between King County Prosecuting Attorney's Office and Seattle City Attorney's Office. This is a project in which a 0.5 FTE King County deputy prosecutor is co-located in the City Attorney's Office and advises and assists with cases, reviews domestic violence misdemeanor police reports identify high impact, repeat offenders and cases appropriate for felony charges, and identifies extreme danger and aggravating sentencing factors that could be added if felony charges were filed. The King County Prosecuting Attorney's Office will expand the Domestic Violence Liaison co-location project to include three suburban cities – Auburn, Federal Way and Renton (<i>Arrest Program Grant</i>).</p> <p>b. Determine if Domestic Violence Liaison co-location projects show improvements in victim safety, identifying crossover cases between jurisdictions, and impacting bail, revocations, and tougher sentences.</p>	<p><u>Leads:</u> City Attorney's Office, King County Prosecuting Attorney's Office</p> <p><u>Contributor:</u> Human Services Department (Arrest Program Grant administration)</p>

## Strategy Four: Participate in regional and state-wide initiatives

### Why this Strategy?

This section identifies ongoing work at the regional and statewide level and will likely evolve and expand over the life of the plan. A well organized regional elder abuse effort has been underway for many years, and a new grant from the Department of Justice to the King County Prosecuting Attorney’s Office will finally fully allow ongoing training and planning efforts to come to fruition. On another note, conflicting orders have long been a regional problem that directly impacts victim safety.

No.	Action	Steps	Agency Responsible
4.1	Improve system response and coordination for intimate partner elder abuse	<ul style="list-style-type: none"> <li>a. Together with King County, take a leadership role in the regional effort to improve the consistent quality response to victims of intimate partner elder abuse.</li> <li>b. Work with others to define elder abuse and how it is similar to and different from general intimate partner violence; get buy-off on the definition from key stakeholders including the Elder Abuse Council and providers of domestic violence services.</li> <li>c. Join others to implement the strategies identified at the 2009 Human Services Department sponsored conference on elder abuse and other strategies as they emerge. One key strategy is to create a flow chart/map/booklet/web site depicting the key elder abuse responders and providers, what they do, how they can be accessed, and how they work within the system.</li> <li>d. Develop and implement additional recommendations to improve accessibility of services for victims (<i>Funding not identified</i>).</li> <li>e. Continue to seek funding from outside sources to implement other aspects of the identified strategies.</li> </ul>	<p><u>Leads:</u> King County Prosecuting Attorney’s Office, Human Services Department including Aging &amp; Disability Services</p> <p><u>Contributors:</u> Seattle Police Department, City Attorney’s Office, Seattle Municipal Court Probation, Public Defenders, Elder Abuse Council, Criminal Justice subcommittee</p>

No.	Action	Steps	Agency Responsible
4.1	Improve system response and coordination for intimate partner elder abuse (continued)	f. Support the efforts of the King County Prosecutor's office as they implement the Office of Violence Against Women's award to train criminal justice staff on the topic of elder abuse, and to create a coordinated community response plan for our region.	
4.2	Address cross-jurisdictional coordination and efforts to improve response to domestic violence	<p>a. Work with King County on the issue of conflicting criminal and civil orders:</p> <ul style="list-style-type: none"> <li>• Clarify the issue and identify appropriate agencies to be involved in the effort</li> <li>• Identify standards to make provisions of No Contact Orders, Protection Orders, Adult Protective Services and Child Protective Services orders more consistent across jurisdictions</li> <li>• Clarify situations in which jurisdiction of various courts overlap</li> <li>• Implement standard operating procedure for law enforcement to deal with conflicting orders in the field</li> <li>• Develop forms that use language making clear to all parties whether or not an order from another court or jurisdiction might supercede</li> </ul> <p>b. Continue to promote and participate in multidisciplinary, cross-jurisdictional case review teams.</p>	<p><u>Leads:</u> Seattle Police Department, City Attorney's Office, King County Prosecuting Attorney's Office</p> <p><u>Contributors:</u> Human Services Department, Criminal Justice subcommittee, civil legal services providers</p>

No.	Action	Steps	Agency Responsible
4.3	Explore and contribute to regional and state-wide legislative efforts to improve system response to domestic violence	a. Continue representation on the Attorney General’s Task Force on Domestic Violence, in conjunction with the City’s Office of Intergovernmental Relations, and participate in work efforts such as identifying methods and funding to monitor batterers intervention programs, revise the domestic violence sentencing laws for repeat batterers, and other issues as they emerge.	<u>Lead:</u> Human Services Department <u>Contributors:</u> Office of Intergovernmental Relations, Seattle Police Department, City Attorney’s Office, Seattle Municipal Court, Public Defenders, Criminal Justice subcommittee
4.4	Participate in the King County Domestic Violence Initiative	a. Work with and support King County on the implementation of the county-wide Domestic Violence Initiative. The purpose of the Domestic Violence Initiative is to develop and help implement practical responses to domestic violence in our region. b. Contribute ideas for Domestic Violence Initiative focus areas and serve on sub-committees tasked with developing strategies/plans for focus areas.	<u>Lead:</u> Human Services Department <u>Contributors:</u> Seattle Police Department, City Attorney’s Office, Seattle Municipal Court, Public Defenders

## Strategy Five: Enhance prevention and awareness-raising efforts about domestic violence

### Why this Strategy?

The previous four strategies in this Strategic Plan have focused on addressing the crime of domestic violence. In order for Seattle to attain its goal of a community without domestic violence, attention must also be placed on preventing domestic violence. This strategy focuses on a primary prevention initiative targeting middle school youth. Additionally, on-going awareness raising efforts with the general population will continue, such as the domestic violence biennial reports produced by the Human Services Department and a low-cost, innovative idea to utilize existing programs, like the Seattle Reads program through the Seattle Public Library, to further promote awareness about domestic violence.

No.	Action	Steps	Agency Responsible
5.1	Invest in primary prevention of domestic violence among young people	<ul style="list-style-type: none"> <li>a. Work with the successful applicant on the new Building Healthy Teen Relationships initiative to monitor progress and success of evidence-based adapted Fourth R curriculum and program.</li> <li>b. Evaluate program outcomes, using tools developed and shared by the Fourth R/Youth Relationships Project staff (<i>Funding not identified</i>).</li> <li>c. Respond to evaluation with program improvements as needed.</li> <li>d. Work with Seattle School District on wider implementation of program.</li> <li>e. Encourage expansion of youth-driven dating and sexual violence prevention media efforts.</li> <li>f. Work with Seattle Parks Department to identify ways that elements from this initiative can be incorporated into Parks Department teen programs.</li> </ul>	<p><u>Lead</u>: Human Services Department</p> <p><u>Contributors</u>: Seattle Parks Department</p>

No.	Action	Steps	Agency Responsible
5.2	Raise public awareness about domestic violence in Seattle	<ul style="list-style-type: none"> <li>a. Continue to research and publish the biennial report on domestic violence in Seattle.</li> <li>b. Identify low-cost, innovative means to further promote awareness about domestic violence, such as working with the Seattle Librarian to identify a book about domestic violence that could be the Seattle Reads book selection.</li> </ul>	<u>Lead:</u> Human Services Department <u>Contributors:</u> Criminal Justice subcommittee members



# Acknowledgements

## **Mayor**

Gregory J. Nickels

## **Seattle City Attorney**

Thomas Carr

## **Seattle City Council**

Richard Conlin, Council President

Tim Burgess

Sally J. Clark

Jan Drago

Jean Godden

Bruce Harrell

Nick Licata

Richard J. McIver

Tom Rasmussen

## **Domestic Violence Prevention Council – Members**

Tim Burgess, Seattle City Councilmember, Co-Chair

Thomas Carr, Seattle City Attorney, Co-Chair

John Diaz, Interim Seattle Police Chief, Co-Chair

Alan Painter, Director, Seattle Human Services Department, Co-Chair

Stella Chao, Department of Neighborhoods

Merril Cousin, King County Coalition Against Domestic Violence

Timothy Gallagher, Parks and Recreation

Kathie Huus, Public Health-Seattle King County

Terri Kimball, Human Services Department

Judge Kimi Kondo, Seattle Municipal Court

Marilyn Littlejohn, Office of Policy and Management

Mark McDermott, Personnel

Julie Nelson, Seattle Office for Civil Rights

Adrienne Quinn, Office of Housing

Judge Jean Rietschel, Seattle Municipal Court

Emelie East, Office of Intergovernmental Relations

Dan Satterberg, King County Prosecuting Attorney's Office (ex-officio)

Linnea Westerlind, Seattle Women's Commission

## **Domestic Violence Prevention Council – Designated Members and Other Stakeholders**

Hazel Bhang Barnett, Department of Neighborhoods

Judge Fred Bonner, Seattle Municipal Court

Doug Carey, Department of Finance

Michele Finnegan, Parks and Recreation  
Ginny Fountain, Office of Housing  
Betsy Graef, City Council Staff  
Rebecca Guerra, Department of Finance  
Sharon Hayden, City Attorney's Office  
Judge Judith Hightower, Seattle Municipal Court  
Florence Katz, Personnel  
Lt. Debie King, Seattle Police Department  
Elaine Ko, City Council Staff  
Jacque Larrainzar, Seattle Office for Civil Rights  
Donald Madsen, Associated Counsel for the Accused  
David Martin, King County Prosecuting Attorney's Office  
Florence Mikkelsen, The Defender Association  
Captain Ron Mochizuki, Seattle Police Department  
Judith Shoshana, Senior Rights Assistance, Senior Services  
Susanne White, Seattle Municipal Court  
Christopher Williams, Parks and Recreation  
Joni Wilson, Seattle Municipal Court, Probation  
Nick Zajchowski, Seattle Municipal Court

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**Criminal Justice Subcommittee of the Domestic Violence Prevention Council**

Ginger Banyai-Riepl, Detective, University of Washington Police Department  
Sara Belz, Seattle City Council Central Staff  
Merril Cousin, Executive Director, King County Coalition Against Domestic Violence  
Betsy Graef, Legislative Assistant, City Councilmember Tim Burgess  
Sharon Hayden, Director, Domestic Violence Unit, Seattle City Attorney's Office  
Amy Heyden, Planner, Domestic Violence & Sexual Assault Prevention Division, Seattle Human Services Department  
Terri Kimball, Director, Domestic Violence & Sexual Assault Prevention Division, Seattle Human Services Department  
Debie King, Lieutenant, Domestic Violence Unit, Seattle Police Department  
Elaine Ko, Legislative Assistant, City Councilmember Richard Conlin  
Nancy McManigal, Advocates Supervisor, Domestic Violence Unit, Seattle City Attorney's Office  
Judith Shoshana, former representative, Seattle Women's Commission; currently with Senior Rights Assistance Senior Services  
Pam Smith-Mentz, Legal Advocate, New Beginnings  
Linnea Westerlind, Seattle Women's Commission  
Joni Wilson, Supervisor, Probation, Seattle Municipal Court  
Nick Zajchowski, Analyst, Seattle Municipal Court