

# Office of the City Attorney – Prosecutor’s Office - Strategic Plan For 2007

## Department Name:

Office of the City Attorney – Prosecutor’s Office

## Mission Statement:

“To promote justice and protect the people of the City of Spokane by aggressively and fairly prosecuting those who violate the law.”

## Definition of Customer:

The City of Spokane, and its business community, citizens and visitors.

## Definition of Product / Service Provided:

### Criminal Prosecution

Fulfills City’s Statutory Mandate  
Hold Offenders Accountable  
Advocate for Victims of Crimes  
Seek Restitution for Crime Victims  
Enforce Domestic Violence Laws  
Improve Business Environment  
Improve Livability & Citizens Safety

### Enforcement of Traffic Laws

Improve Citizen Safety  
Reduce Accidents  
Improve Traffic Flow  
Reduce Street Maintenance Costs  
Improve Parking Access

### Appellate Defense

Uphold Jury Trial Convictions  
Defend Attacks on City Ordinances  
Minimize Potential Civil Liability  
Advocate for Victims of Crimes  
Enforce Domestic Violence Laws  
Improve Business Environment  
Improve Livability & Citizens Safety

### Community Criminal Justice Liaison:

Regional Domestic Violence Team  
Downtown Security Group  
Retail Security Group  
Mental Health Court  
Drug Court  
District Court Liaison Group  
Traffic Safety Committee  
Regional Repeat Offender Program  
Gonzaga City Colleagues Group

### Advice & Consultation:

City Administration  
City Council  
Municipal Court  
Police Department  
Fire Department  
Code Enforcement  
Civil Division  
Risk Management

### Training:

Police Department  
Limited Commission Officer

### Legal Administrative Services

Maintain Spokane Municipal Code  
Criminal Justice Analysis & Reporting

## Strengths:

- ◆ Experienced, knowledgeable, and stable workforce
- ◆ Talented litigation and appellate attorneys
- ◆ Ability to rapidly respond to the City’s needs in a fluid legal environment
- ◆ Attorneys are well respected by both the bench and defense bar
- ◆ Strong partnerships and support within the regional criminal justice system and the community at large
- ◆ Effective use of technology as a force multiplier to help offset staffing shortage

## Weaknesses:

- ❖ Staffing inadequacies created by the 2004 & 2005 priorities of government process
- ❖ Inability to effectively communicate the City’s urgent need to adopt various Spangenberg and Matrix recommendations for organizational effectiveness
- ❖ The Appellate Unit struggles to respond the increasing workload occasioned by a sharp rise in demand for services from clients involving complex constitutional issues
- ❖ Increasing assignment of duties and projects outside the traditional mission of prosecuting criminal cases is taxing the organization’s employee and supervisory resources
- ❖ Improvements / upgrades in physical facilities are necessary to increase efficiency / confidentiality of existing operations (Spangenberg)
- ❖ No integrated legal case management software to assure efficient outcomes for over 10K cases annually

## Opportunities:

- Partner with surrounding jurisdictions to restart the Community Re-licensing Program to reduce prosecution assets devoted to the large number of Driving While License Suspended Third Degree charges filed in the City
- Use our community partnerships to improve visibility and increase public awareness of the importance of the role of this office in promoting the safety and livability of our city
- Foster an improved relationship with local media outlets as a means by which to achieve positive visibility with the community
- Use the relationships with local colleges and universities to try to obtain more volunteer support
- Support the economic vitality of our community by focusing additional prosecution resources on criminal behavior impacting our growing business community and reemerging downtown core

## Threats:

- Ever increasing individual caseloads result in a triage approach to prosecuting crime in our community
- Lack of awareness of prosecutor's role in public safety, economic development & community livability
- Need for an articulate & consistent approach to criminal justice priorities by City
- Historical friction between the City and the Spokane County District Court
- Ineffectively drafted municipal criminal and infraction codes
- Internal Staff friction due to over-work and subsequent deteriorating morale

## Key Success Factors:

- ✓ Continue to maintain the highest levels of prosecutor experience, expertise and professionalism
- ✓ Keep delivering the highest level of public safety possible with limited prosecution resources in a relatively high crime urban environment
- ✓ Remain engaged in an evolving dialogue and rapport with our community and interagency partners
- ✓ Stay in the forefront in the use of advanced hardware and software to minimize the negative impacts of problematic staffing levels
- ✓ Continued self evaluation and assessment to improve internal mission performance

## Critical Goals

1. Obtain administration approval and funding to hire an additional trial prosecutor  
**Initiative: Customer Service**
2. Obtain administration approval and funding to hire an additional appellate prosecutor  
**Initiative: Customer Service**
3. Obtain administration approval and funding for purchase of a case management system  
**Initiative: Customer Service**
4. Improve our collaboration with the evolving downtown community by focusing on crime impacting businesses in, and residents of, our urban core  
**Initiative: Customer Service**
5. Develop a strategy to revise the criminal and civil infraction provisions of the Spokane Municipal Code to make it more effective and efficient in regulating negative behaviors and enhancing public safety  
**Initiative: Customer Service**
6. Develop a plan to reorganize the City criminal justice administration to increase effectiveness and efficiency.  
**Initiative: Public Safety**
7. Improve the methodology by which we educate city leaders and the community about the critical part prosecutors play in community safety  
**Initiative: Financial Stability**

## Prosecution Strategies

1. Prepare and submit necessary documentation to obtain justification and approval for an additional trial prosecutor and appellate attorney
2. Complete evaluation of case management systems that can serve the prosecutors, public defenders and probation, and then submit recommendation to administration and MIS for follow-up
3. Identify and reach out to additional community organizations & groups involved or concerned about community safety
4. Reorganize attorney / staff work assignments to allocate personnel resources to workgroups necessary to begin revisions of Spokane Municipal Code
5. Develop a plan to reorganize criminal justice administration in the City of Spokane
6. Develop a quality audio visual presentation documenting the integral nature of prosecution services to community safety

## Action Plan

1. *Goal:* Obtain administration approval and funding to hire and additional trial prosecutor  
*Responsibility for Goal:* Howard Delaney  
*Action Plan:* (All items to be completed not later than the date given)
  - July 1, 2007: Complete projections of costs associated with additional positions, draft Position Justifications and Personnel Requisitions and submit to the City Attorney
  - August 30, 2007: Prepare request for enhancement to 2008 budget
2. *Goal:* Obtain administration approval and funding for purchase and funding of a case management system  
*Responsibility for Goal:* Howard Delaney, in concert with Public Defender and Chief Probation Officer  
*Action Plan:* (All items to be completed not later than the date given)
  - July 15, 2007: Complete re-review of potential vendors of compatible case management software
  - July 31, 2007: Complete potential vendor demonstrations by July 31, 2007
  - August 3, 2007: Complete site evaluation of Justware product at Nez Perce County Prosecutors
  - August 10, 2007: Complete meetings with public defender and probation regarding preferred software
  - August 10, 2007: Submit joint prosecutor, public defender and probation
  - August 30, 2007: Prepare request for enhancement to 2008 budget
3. *Goal:* Improve our collaboration with the evolving downtown community by focusing on crime impacting businesses in, and residents of, our urban core  
*Responsibility for Goal:* Jim Bledsoe  
*Action Plan:* (All items to be completed not later than the date given)
  - July 31, 2007: Identify and reach out to additional community organizations involved or concerned with community safety
  - August 31, 2007: Make contact with organization leaders to assess how this office may best liaise with each of the organizations
  - September 30, 2007: Complete development of short presentations tailored to each organization, explaining the prosecutor's integral function, criminal justice system, and role in meeting the organization's goals
  - October 31, 2007: Complete scheduling & physical presentations for the various organizations

4. *Goal:* Develop a strategy to revise the criminal and civil infraction provisions of the Spokane Municipal Code to make it more effective and efficient in regulating negative behaviors and enhancing public safety  
*Responsibility for Goal:* Howard Delaney  
*Action Plan:* (All items to be completed not later than the date given)
  - June 30, 2007: Introduce topic to the civil division and confirm validity of project goals
  - July 30, 2007: Research mechanisms for providing uniformity with the Revised Code of Washington for criminal and traffic provisions of the Spokane Municipal Code not unique to the City of Spokane
  - October 8, 2007: Complete drafting proposed ordinances to adopt the Washington State Model Traffic Code
  - October 15, 2007: Take Model Traffic Code ordinances to Public Safety Committee
  - October 14, 2007: File Agenda sheet to put Model Traffic Code ordinances before City Council for January 1, 2008 effective date
  
5. *Goal:* Develop a plan to reorganize the City criminal justice administration to increase effectiveness and efficiency.  
*Responsibility for Goal:* Howard Delaney  
*Action Plan:* (All items to be completed not later than the date given)
  - June 30, 2007: Draft & submit reorganization plan, with related cost projections, to City Attorney for review and approval
  - August 30, 2007: Revise legal / prosecutor budgets to accommodate elements of reorganization approved by administration & prepare request for enhancement to 2008 budget
  - September 10, 2007: Draft Position Justifications, Personnel Requisitions and amendments to the Spokane Municipal Code associated with approved elements of the reorganization plan
  - September 17, 2007: Public Safety Committee review of plan elements within its purview
  - September 19, 2007; File Agenda sheet to put criminal justice reorganization ordinances before City Council for January 1, 2008 effective date
  
6. *Goal:* Develop a quality audio visual presentation documenting the integral nature of prosecution services to community safety.  
*Responsibility for Goal:* Howard Delaney & Jim Bledsoe  
*Action Plan:* (All items to be completed not later than the date given)
  - September 1, 2007: Complete outline of presentation
  - September 15, 2007: Compile internal and external data and media clips for presentation
  - September 30, 2007: Complete prosecutor presentation
  - October 31, 2007: Presentations to City Administration and City Council in study session environment