Spokane Regional Law and Justice Reforms — Success Through Teamwork!

John Dickson
Chief Operations Officer
Spokane County
Big Regional Lean Success Factors

1. Respectfully utilizing multijurisdictional *project teams*, including community members, to have the difficult and necessary conversations to understand and then lead our reform initiatives

2. Collecting and utilizing law and justice *system data* to clearly see our systemwide realities

3. Placing regional government and business leaders on *governance teams* to oversee our reform efforts

“Courage, Connection, Community – Getting Better Together”
Lean Guiding Principles

Guiding Principles:
- Create Value for the Customer
- Create Constancy of Purpose
- Think Systemically
- Focus on Process
- Embrace Scientific Thinking
- Flow & Pull Value
- Assure Quality at the Source
- Seek Perfection
- Lead with Humility
- Respect every Individual

Supporting Principles:
- Results: Measure what Matters
  - Align Behaviors with Performance
  - Identify Cause & Effect Relationships
- Alignment: See Reality
  - Focus on Long-term
  - Align Systems
  - Align Strategy
- Process: Stabilize Processes
  - Rely on Data
  - Standardize Processes
  - Insist on Direct Observation
  - Focus on Value Stream
  - Keep it Simple & Visual
  - Identify & Eliminate Waste
  - Integrate Improvement with Work
- People: Nurture Long-term Relationships
  - Empower & Involve Everyone
  - Develop People
  - Assure a Safe Environment
Traditional vs. Lean Process Improvement

- Traditional process improvement focuses primarily on speeding up value-added (‘Work’) activities
  - These are the visible activities

- Lean process improvement focuses on reducing or eliminating the non-value-added (‘Wait’) activities!
  - These are the invisible activities
  - Strive to make ‘elapsed’ time equal to ‘work’ time
Jails Nationally

- 745,000 people in jail on any given day; 2/3 pretrial

- **8.2 million men & 2.5 million women** enter jail each year (17x prison admissions)

- Nationally, jail populations have risen sharply despite declining crime

Source: The Vera Institute, Spokane Justice Task Force Presentation, May 21, 2019
Spokane County Population and Jail Bookings

Source: The JFA Institute, Spokane Justice Task Force Presentation, July 31, 2019
Jail Incarceration Index

Figure 6: Jail Incarceration Index Score
Spokane County and U.S.

Source: The JFA Institute, Spokane Stress Test Presentation, November 16, 2017
Spokane County Adult Arrests and Arrest Rate

http://spokanetrends.org/graph.cfm?cat_id=7&sub_cat_id=1&ind_id=5
Spokane County Jail Releases (May 2018 - April 2019)

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<th>Release Reason</th>
<th>Number</th>
<th>Average Length of Stay (days)</th>
<th>Percent of Total</th>
<th>Calculated Average Daily Population</th>
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<td>Total</td>
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<td>Released on Recognizance (Jail and Court)</td>
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<td>Released to other law enforcement/agency</td>
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<td>Sentence served</td>
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<td>Other</td>
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Source: The JFA Institute, Spokane Justice Task Force Presentation, July 31, 2019
Seeing Who’s In Our Jail?

- **62%** of people who left the jail were admitted on misdemeanor charges or holds.
- **59%** of people admitted to jail in 2018 had received mental or behavioral health treatment at any time.
- **89%** were admitted for misdemeanors, holds, and non-violent felonies.
- **35%** received treatment within the last year.
- **71%** of the jail population on a given day is held pretrial.
- **18%** of people who left the jail were assessed bond under $1,000. They stayed in jail for nearly **one week** on average.

Source: The Vera Institute, Spokane Justice Task Force Presentation, July 31, 2019
Spokane County Jail Population by Race

Source: The Vera Institute, Spokane Justice Task Force Presentation, July 31, 2019
**Ice-breaker:** How did you first become aware of the justice system?

**Discussion questions:**

1. What are the takeaways for you?
2. What do you want to know more about?
3. What do you think the purpose of a jail is?
4. How is Spokane using its jails?
5. What, if anything, should Spokane do differently when it comes to incarceration?
Community Town Hall Listening Sessions

Source: The Vera Institute, Spokane Justice Task Force Presentation, July 31, 2019
Criminal Justice Commission

Criminal Justice Commission offers final report on Spokane reforms
Posted By Jacob Jones on Fri, Jan 10, 2014 at 12:06 PM

Jim McDevitt holds up the final report from the Spokane Regional Criminal Justice Commission.

Complete with newly added recommendations, the Spokane Regional Criminal Justice Commission today officially handed off its 61-page final report, "A Blueprint for Reform".

CREATING AN EFFICIENT AND EFFECTIVE REGIONAL CRIMINAL JUSTICE SYSTEM
A report submitted to the Board of Spokane County Commissioners, Spokane City Council and Spokane Mayor David Condon
By the Spokane Regional Criminal Justice Commission:
The Honorable James Murphy (Retired)
James McDevitt
Phillip Wexel
DECEMBER 31, 2013
Blueprint for Reform Recommendations

**Spokane Regional Law and Justice Council**

**1. Create (0-6 months)**
- Governance (5.1)
- Technology (5.2, 5.5)
- Create Regional Justice Commission.
- Hire Criminal Justice Administrator and staff.
- Establish Law and Justice Coordinating Committee.

**2. Modernize (6-12 months)**
- Evidence-Based Portfolio (5.1, 5.8)
- Risk-Needs Assessment (5.1, 5.8, 5.9)
- Evaluate current specialty courts, programs, and services (5.3, 5.5)
- Jail renovation and transportation improvements (5.9)
- Establish workgroups: Technology; Evidence-Based Portfolio; Disproportionate Minority Contact.
- Technology workgroup to research and implement case management and information system.

**3. Synthesize, Improve, and Expand (1-2 years)**
- Merge probation services and increase collaboration (5.9)
- Implement courtroom efficiency and improvement practices (5.5, 5.6, 5.7)
- New law enforcement diversion programs (5.3)
- Expand specialty courts and diversion programs (5.4, 5.5, 5.6)
- Build Community Corrections Center (5.4, 5.8)
- Research implementation of LEAD, Ceasefire, etc.
- Evaluate and expand current diversion programs and courts.
- Begin construction of Community Corrections Center.

**4. Evaluate (Every 6 months, with comprehensive review after 5 years)**
- RIC and LICC to increase transparency and accountability (5.1)
- Provide evaluation “report cards” to the public and agency stakeholders.
- Ensure recommendations are implemented well.
- Continually research new strategies and improvements.
Spokane Regional Law and Justice Council

https://www.youtube.com/watch?v=M_txlQ8DW3Y

### Mission Statement

The Mission of the Spokane Regional Law and Justice Council is to create and sustain a cost-effective, racially equitable regional criminal justice system that builds a healthy and strong community by fostering the best possible outcomes for the community, including reducing recidivism and increasing system collaboration.

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<th>Council Member</th>
<th>Affiliation</th>
<th>Term Start</th>
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<td>At French - Chair</td>
<td>County Commissioner</td>
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<td>Dec 2019</td>
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<td>Justin Bingham - Vice Chair</td>
<td>City Prosecutor Representative</td>
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Implementing Big Regional Lean Improvements

Existing Hierarchies ↔ Self-Managed Teams

CAD/RMS Regional System Upgrade Project

2013: $6.0M Project

2015: $2.9M Project

Spokane city-county dispatch systems outdated, sheriff says

By Mike Prager
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(509) 456-5414

Spokane County Commission approves $2.9 million dispatch system upgrade

By Rachel Alexander
rachela@spokesman.com
(509) 456-5406

Spokane County law enforcement and residents may soon be able to access real-time data about crimes in progress, thanks to a dispatch system upgrade in the works.

Spokane County commissioners on Tuesday signed a $2.9 million contract with New World Systems to replace an aging city-county law enforcement dispatch and records management system at half the cost the county originally projected.

The upgrade is the product of several years of conversation about the need to replace a 20-year-old computer-aided dispatch system that police Chief Frank Straub said has been held together “with bubble gum and glue and Band-Aids.”
CAD/RMS Regional Project Governance

Governance Model

Spokane CAD RMS Governance Committee

Oversight Core Team (LEIS Board)

CAD Build Team
RMS Build Team
Mobile Build Team
GIS Build Team
Legacy Data Build Team
MacArthur Foundation grants another $1.9 million for criminal justice reform in Spokane County

Wed., Jan. 30, 2019, 4 a.m.

By Chad Sokol
chadso@spokesman.com
(509) 459-5047

Spokane County will receive a new round of grant funding from the MacArthur Foundation – a total of $1.9 million over the next two years – to continue efforts aimed at reducing the county jail population and eliminating racial disparities in the local justice system, officials said Tuesday.

The funding comes in addition to another $1.9 million the foundation awarded to the county in 2015 and 2016 as part of its Safety and Justice Challenge.

Although the Spokane County Jail remains overcrowded, local officials, community activists and MacArthur Foundation representatives said they are encouraged by the collaborative spirit that has guided reform efforts so far.

A portion of the new funding is a $150,000 supplemental grant that will be used to create a “peer navigator” program to connect people with resources and mentoring after brushes with the law. The program will be led by formerly incarcerated people who can share firsthand experiences of life after crime.

Carmen Pacheco-Jones, who leads the racial equity committee of the Spokane Regional Law and Justice Council, said the pilot version of the peer navigator program will be open to about 20 people who will be selected through a referral system. The program will last four to six months, and like other programs, address problems such as drug addiction.
Our National and Regional Jail Challenge

There are **nearly 11 million** jail admissions annually—equivalent to the populations of New York City and Chicago combined and almost 18 times the annual admissions to state and federal prisons.

Three out of five people in jail are legally presumed innocent, awaiting trial or resolution through plea negotiations.

An estimated 14.5% of men and 31% of women admitted to jail have a serious mental illness—rates that are four to six times higher than in the general population.

Nearly 75% of sentenced offenders and those detained in jail before trial are there for nonviolent traffic, property, drug, or public order offenses.

Nationally, Black Americans are jailed at almost 4x the rate of white Americans.

From 1982 to 2011, local spending on corrections—largely building and running jails—increased at least 233% to $22.2 billion.
Our Law and Justice System Process Map

Booked into Jail/First Appearance
Seeing Our Law and Justice System Reality

Customer Perspective    System Perspective
Seeing Our Regional Mental Health Reality

Current State
Individual in Mental Health Crisis Incident

Future State (MHCSF)
Individual in Mental Health Crisis Incident

First Responder – Law Enforcement Incident
- Crisis Intervention (CIT)
- Co-Depoyed Unit Referrals

Emergency Room by Law Enforcement Escort (no hospital admittance)

Jail Booking

Pre-Trial & Public Defense
- First Appearance
- Mental Competency (Trueblood Class Member Determinant)

Court Proceedings
- Often includes multiple Failure to Appear (FTA) warrants

Likelihood of Recidivism
- 70%
- Lower for Therapeutic Courts

Mental Health Crisis Stabilization Facility (MHCSF) for First Responders
- Eligible Individual Criteria
- Medical Assessment
- Sobering & Withdrawal Management
- Mental Health Crisis

Diversion/Shelter/Holdover Beds
- Temporary reserved beds until longer term case management resources become available

Likelihood of Recidivism
- 10%
- Often up to 3 repeat visits before life-readiness

DRAFT
Mental Health Crisis Stabilization Facility Project

https://vimeo.com/330503236
https://www.youtube.com/watch?v=OYZsgd_O7_c
### Booking/Intake Project - Jail Admission Times

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<th>Hour</th>
<th>Sun</th>
<th>Mon</th>
<th>Tues</th>
<th>Wed</th>
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### By Month

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### By Day of Week

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**Spokane County**

**Washington**
Big Regional Successes Through Teamwork

The Journal's View: West Plains PDA is working in its mission to attract jobs

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May 9th, 2019

The recent news that California-based Mullen Technologies Inc. intends to locate its manufacturing plant on the West Plains highlights the effectiveness of the West Plains-Airport Area Public Development Authority as the catalyst to attract potentially thousands of strong-wage jobs to the Spokane area.

In less than two years since it was first formed via an unusual revenue-sharing agreement between the city of Spokane, Spokane County, and Spokane International Airport, the PDA has had a hand in successfully recruiting several major developments. It also has sparked construction of infrastructure projects designed to attract more employers.

The PDA agreement fosters joint development to benefit all three member jurisdictions and avoids internal competition for projects that will benefit the greater Spokane area. That cooperation is key to accomplishments that the PDA can already boast, says Todd Coleman, the agency's executive director.

FOR IMMEDIATE RELEASE

County and City Officials Work Towards Next Phase of Development for Mental Health Crisis Stabilization Facility

SPOKANE COUNTY, August 21, 2019 - Continuing in the spirit of unprecedented collaboration, as seen in the Spokane EnVision Center which has gained National attention, Spokane County, City of Spokane, City of Spokane Valley, Spokane Regional Law and Justice Council (SRLJC) and Spokane Region for Integrated Manage Care are working towards the next phase in developing a Mental Health Crisis Stabilization Facility.

With over 5 million dollars in collective investment from the State, the facility is designated for law enforcement agencies (with the ultimate goal of expanding to other Public Safety First Responders) as an alternative to jail for individuals struggling with mental health or substance use disorders and facing eligible charges.

Old Rivalries Buried

Teamwork played a decisive role in attracting Amazon to Spokane. In establishing the PDA last fall, the City of Spokane and Spokane County set aside years of rivalry that officials blame for stunting the airport area’s growth. The PDA is a zone encompassing the 6,000-acre (2,428-hectare) airport and a little more than 3,000 additional acres (1,214 hectares) of county and city land.

"For a long time," says Spokane County Commissioner Al French, "the city and county competed against each other. Where the business was located determined where tax revenues were going, and that battle for revenues, to be able to support our budgets, led to this competitive nature."
Spokane Regional Law and Justice Reforms – Success Through Teamwork!

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(509) 477-5770

“Courage, Connection, Community – Getting Better Together”