YAKIMA COUNTY PRETRIAL SYSTEM IMPLEMENTATION PLAN

NOVEMBER 120, 2015
YAKIMA COUNTY PRETRIAL POLICY TEAM

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Executive Summary

The vision of Yakima County is to operate a pretrial system that is safe, fair, and effective and which maximizes public safety, court appearance, and appropriate use of release, supervision and detention. This vision is based on the three goals of Smart Pretrial:

1. Maximize public safety
2. Maximize court appearance
3. Maximize the appropriate use of release, release conditions, detention, and public resources

Yakima County has been actively working on improving the law and justice system for years; yet recent partnerships with the Bureau of Justice Assistance (BJA) Smart Pretrial Demonstration Initiative and the Laura and John Arnold Foundation (Arnold Foundation) have resulted in significant progress. In addition to having access to the Arnold Foundation Public Safety Assessment (PSA), an evidence-based risk assessment tool, Yakima County was able to structure system changes to the 7 Key Elements of Pretrial as a participant of the Smart Pretrial Demonstration Initiative. These partnerships have enabled Yakima County to have analysis-driven, evidence-based pretrial justice through the development of a pretrial model that uses risk-assessment to enhance decision-making and to employ risk management strategies through supervision.

In 2011, the Yakima County Board of County Commissioners (BOCC) formed a Law and Justice Panel Review Committee (JPR Committee) who reviewed the current Law and Justice System and provided recommendations, in the "Hutton Report", published in June 2012. The number one recommendation was the reconstitution of the local Law and Justice Committee. In response, the committee was reformed with a member of the BOCC, Commissioner Kevin Bouchey, acting as chair with representatives from all stakeholders in the law and justice system. This committee appointed the Pretrial Policy Team in 2013 to address the Hutton Report's second recommendation; to reduce the number and duration of local inmates experiencing pre-trial confinements.

Yakima County had a pretrial program until 2011 which was run by the Yakima County Department of Corrections and eliminated as a budget reduction strategy due to the high cost of implementation. The assessment tool was interview-based and as a result was very expensive to administer. There was also concern the assessment tool was not an evidenced-based practice and had no evaluation component. Additionally the Hutton Report indicated that any assessment information needed to be available to allow the Prosecutor's office to make a reasoned recommendation on bail at the preliminary appearance after arrest and for defense counsel to seek reasonable bail; this was not possible with the existing tool.

One of the ongoing concerns with the Pretrial Policy Team was how to effectively assess and plan for the implementation of a pretrial program. Concurrently, the U.S. Department of Justice (DOJ), Office of Justice Programs (OJP), Bureau of Justice Assistance (BJA) released a request for applications for the Smart Pretrial Demonstration Initiative (Smart Pretrial). The provision of training, technical assistance, and funding for staff made this grant a perfect fit for Yakima County who applied in May 2014. In September 2014, Yakima County was selected as one of three jurisdictions to be a Pretrial Demonstration site.

Yakima County was informed in May 2015 by Arnold Foundation that they were selected as one of twenty-one jurisdictions—from major cities to entire states—to adopt the PSA, a risk assessment tool that helps judges make accurate, efficient, and evidence-based decisions about which defendants should be detained prior to trial and which can be safely released. This tool is a vital component to an effective Pretrial Justice System.

Additionally, the Yakima County Board of County Commissioners provided funding, up to $315,000 a year, to develop and implement an evidenced-based pretrial system to address current issues in a data-driven, cost effective manner that maintains public safety and system efficiencies. These funds were used to support planning

activities, reimburse partners for time spent on data gathering and analysis, hiring the Pretrial Supervisor, and to support a prosecutor and public defender at first appearance, one of the recommended activities included in the implementation plan.

Due to the partnership and support of the Board of County Commissioner, the Arnold Foundation, and the BJA through Smart Pretrial – Yakima County is now able to implement a Pretrial Model built around the 7 Key Elements which will be safe, fair, and effective. The four goals of the plan are:

1. By the end of the fourth quarter of 2015, all system partners will employ legal and evidence-based practices to start a pretrial services program that will have the capacity to match the risk levels identified for each defendant with meaningful supervision options
2. By the end of the first quarter of 2016, all defendants will be assessed for risk by the PSA tool with a review completed by a judicial officer within 48 hours of booking.
3. By end of second quarter of 2016, complete an information automation process that will provide the capacity for data-guided decision-making to continually improve the pretrial system.
4. By the end of third quarter of 2016, the Yakima County Pretrial Policy Team will leverage local data collected to address any outstanding issues and ensure that the newly designed pretrial justice system is in line with legal and evidence-based practices.

The following chart demonstrates the relationship between the Goals and Objectives of this Implementation Plan to the 7 Key Elements of Smart Pretrial. While there are additional objectives not connected to a specific measure, a concerted effort was made to ensure that all of the measures were addressed in the formation of the implementation plan.

1. The immediate or early release of eligible arrestees, after positive identification and assessment of risk of flight and pretrial recidivism.
2. The screening of every booked defendant for risk of flight and pretrial recidivism using a BJA-approved risk assessment tool.
3. The early review of charges by a seasoned prosecutor.
4. The presence of defense counsel, prepared to provide effective representation, at the earliest hearing that could result in pretrial detention.
5. The release or detention of defendants is informed by the outcome of the risk assessment and adversarial hearing.
6. The use of court reminder protocols and risk-based supervision and/or diversion for released defendants.
7. If convicted, the transfer of information about the defendant's pretrial supervision outcomes to the sentencing court, prosecutor, defense counsel, as well as any subsequent supervising authority.

Six of the seven elements are addressed in this plan. The only element not addressed is #1 - The immediate or early release of eligible arrestees, after positive identification and assessment of risk of flight and pretrial recidivism. The policy committee will be researching the abbreviated risk assessment tools used by other law enforcement jurisdictions to determine cite and release or detention of arrestees. There is significant interest on the policy committee regarding the development of a risk based tool and standardizing the process. Presently law enforcement agencies in Yakima County do not use a standardized process and booking decisions are based on several things including officer discretion and the current bail schedule. Because the policy committee's focus has been on the changes in the Court system they have chosen to address this issue at a later date in the process.

How Key Elements are Being Addressed								
Goal	Objective	1	2	3	4	5	6	7
	Not Currently Addressed	✔						
1	Complete the Decision Making Framework consistent with Evidence-Based Research					✔		
	Develop application to complete PSA-Court		✔			✔		
	Develop protocols and risk-based supervision for released defendants.						✔	
2	Defense counsel is present at First Appearance				✔			
	Develop a new docket for first appearance				✔			
	Finalize Written Policies and Procedures		✔					
	Seasoned prosecutor is present at First Appearance			✔		✔		
	Train staff and implement PSA		✔					
3	Develop Pretrial Program Information System					✔		✔
	Develop QA/QC Plan and Reporting Protocols		✔			✔		✔
4	Consider a 24 hour screening schedule		✔			✔		

FIGURE 2 - HOW KEY ELEMENTS ALIGN WITH GOALS AND OBJECTIVES IN THIS PLAN

Yakima County unfortunately was not able to ensure the sustainability of its first pretrial program. The Yakima County Pretrial Policy Committee is confident, after completing the Smart pretrial planning process, that we have created a pretrial system that will be sustainable. The reason for our optimism is the new pretrial program is based on the following three goals of Smart Pretrial: (1) Maximize Public Safety; (2) Maximize Court Appearances; and (3) Maximize the appropriate use of release, release conditions, detention, and public resources. Combining these three goals with the seven key elements of the Smart pretrial system has created a process where all Yakima County law and justice system partners worked together in developing a plan which includes the use of data and research in decision making. This process led us to a partnership with the Arnold Foundation and their validated risk assessment tool as well as with AutoMon and their case management system which provides court reminder calls and a method to track risk-based supervision.

Smart Pretrial demonstrated "gaps" in the current system and assisted the court in obtaining resources to address these "gaps" by funding a public defender to be at the first appearance hearings, a prosecutor to screen cases and a new docket that will allow for meaningful first appearance hearings in addressing the issue of detain or release. The Yakima County Pretrial System Implementation Plan addresses the goals and elements that were brought forth by the United States Department of Justice Office of Justice Programs and the Pretrial Justice Institute and Yakima County is ready to move on to the implementation of this exciting new system.

Background

This section covers the formation of the Law and Justice Committee, the Pretrial Policy Team and the Yakima County Data Committee.

Formation of Law and Justice Committee

In 2011, the Yakima County Board of County Commissioners (BOCC) formed a Law and Justice Panel Review Committee (JPR Committee) to address the concern that eighty-two percent of the County's General Fund was spent on the Law and Justice System. The JPR Committee reviewed financial and budget information, case load statistics, and reports from law enforcement agencies and courts. They also interviewed department heads and elected officials within the law and justice community and met directly with judges, jurors, and community members. The results of the JPR Committee's work and their recommendations, referred to as the "Hutton Report", were published in June 2012. The original intent of the JPR Committee was to identify areas where cost savings may be found, but instead laid the groundwork for continued discussion regarding better management of the local Law and Justice System.

The number one recommendation from the JPR Committee was the reconstitution of the local Law and Justice Committee. In years past, members of the county law and justice community met on a regular basis to discuss problems and issues that would arise within the day-to-day operations, but the practice stopped in 2009. In response to the JPR Committee's recommendation, the Yakima County Law and Justice committee was reformed with a member of the BOCC, Commissioner Kevin Bouchey, acting as chair. Currently the Law and Justice Committee is comprised of representatives of the following; the Court Administrator, Yakima County Prosecuting Attorney, Assigned Counsel, Probation Services, Director of Yakima County Department of Corrections, Yakima County Sheriff, Superior and District Court Judges, Yakima County Juvenile Justice, and the Yakima County Clerk.

In April 2013, members of the Law and Justice Committee attended a Criminal Justice Workshop, regarding master planning, held in Spokane, Washington. Influenced by the use of data analysis in Spokane County, the committee started looking at local data to guide future decision making. Looking at 5 years of historical data tracked by the Yakima County Department of Corrections, the committee began a monthly analysis of the following factors:

- Number of days from booking to adjudication by crime class
- Average number of days from booking to adjudication by release type
- Percent of defendants in charge categories (property, weapons-related, domestic violence, etc.) by crime class
- Number of defendants pending trial by booking date, crime category and crime class

The Law and Justice Committee meets on a monthly basis to analyze system changes, review data for decision-making process, recommend changes, monitor those changes for compliance, and discuss progress on the recommendations of the Hutton Report.

The Hutton Report's second recommendation was for the development and institution of an aggressive effort geared towards reducing the number and duration of local inmates experiencing pretrial confinements. This recommendation was in response to the fact that the cost of housing, feeding, transporting, and providing health care for local inmates continues to escalate while the funds paying for such costs continue to be reduced. Locally, the cost for housing inmates ranges from $75.00 to $89.00 per day. The specific programs and policies contained within the recommendation included; creation of booking standards and criteria, empowerment of the Department of Corrections to release accused persons on their own recognizance (for example – those arrested for DUI released once blood alcohol level drops), use of local mental health providers conducting

competency/mental health evaluations, and greater use of home monitoring. Also included on this list of recommendations was the reinstitution of the pretrial unit and a second Superior Court criminal docket.

Yakima County had a pretrial program until 2011 that was run by the Yakima County Department of Corrections which was eliminated due to the high cost of implementation as well as concerns by the judiciary that the assessment tool was not evidenced-based and had no evaluation component. The methodology was interview-based and as a result was very expensive to administer. Additional concerns included the subjective manner of the produced report. Additionally, the Hutton Report indicated that any assessment information needed to be available to allow the Prosecutor's office to make a reasoned recommendation on bail at the preliminary appearance after arrest and for defense counsel to seek reasonable bail; this was not possible with the existing method.

In response, the Law and Justice Committee appointed the Pretrial Policy Team in November of 2013 to develop a model which encompassed the following:
- Pretrial defendants are placed in the least restrictive alternative while pending trial.
- Every defendant with a misdemeanor, gross misdemeanor, or Class B or C felony is screened and assessed.
- A strong supervision model is provided by the court-operated Yakima County Probation Department.
- An increased emphasis on early and a comprehensive review of charges by the prosecutor's office.
- Inclusion of a Public Defender at meaningful first appearance hearings.

Formation of the Pretrial Policy Team

Beginning in 2013, the Pretrial Policy Team met monthly to review standards such as the *National Association of Pretrial Service Agencies Standards on Pretrial Release – Third Edition*, the *American Bar Association's Standards on Pre-Trial Release* as well as review of current research such as *Pretrial Risk Assessment* by Charles Summers and Tim Willis, *Legal and Evidence-Based Practices: Application of Legal Principles, Laws, and Research to the Field of Pretrial Services* by Marie VanNostrand, and *Pretrial Services Programming at the Start of the 21st Century: A Survey of Pretrial Programs* by John Clark and Dr. Alan Henry.

Additional attempts to implement risk-based pretrial decision making included conducting a review of other evidence-based Risk Assessment instruments. Upon reviewing the US Department of Justice, Bureau of Justice Assistance publication: *Pretrial Risk Assessment – Research Summary*, the Policy Team investigated various Pretrial Risk Assessment Instruments (PRAIs). The PRAIs that held the greatest appeal were the quantitative rather than qualitative tools because they provide the ability to assign numerical values to various risk factors and evaluate the level of risk based on total values assigned to the individual. From these the Policy Team reviewed Actuarial Pretrial Risk Assessment Instruments (APRAIs) which represent the direct application of evidence-based practices that use statistical analyses of risk factors to determine the following:
- Which factors are predictive of pretrial failure
- The degree to which they are predictive
- The relationship between these factors

The Pretrial Policy Team attempted to investigate the Virginia APRAI by conducting a test case to categorize inmates who were currently incarcerated into Risk Categories by using the risk factors. This tool was selected because it was reliable and adhered to principles set forth in the *National Association of Pretrial Services Agencies Standards, Standards on Pretrial Release, Third Edition* (2004). While some of the risk factors were easy to identify and score such as: a) primary charge type, b) pending charges, and c) criminal history – other risk factors were not as objective. For example, risk factors such as a) history of drug use, b) length of time at employment or c) current residence required supposition or interpretation based on the information available. There were also concerns

raised by team members around interviewing inmates and the reliability of the information gained. Ultimately, these concerns led to rejection of an interview-based tool.

Funding Requests

This section outlines the various funding opportunities pursued, and in some cases awarded, by the Pretrial Policy Team.

Laura and John Arnold Foundation

While conducting research in how to address this issue, the Laura and John Arnold Foundation (Arnold Foundation) published a press release announcing a National Model for Pretrial Risk Assessments. The press release and the *Pretrial Criminal Justice Research – Research Summary*, published by the Arnold Foundation was distributed to the Pretrial Policy Team. The timing of the release of this summary, which addressed the same concerns of the Pretrial Policy Team, allowed the identification of next steps almost immediately.

After review of relevant research by the Arnold Foundation, the Court Consultant, Harold Delia, contacted the organization to inform them of our interest in the research and the tool in January of 2014. In the spring, researchers from the Arnold Foundation presented an overview of the tool and the research to the entire Law and Justice Committee, the Pretrial Policy Team, and a variety of judges. To show their commitment to the implementation of a validated Pretrial Risk Assessment Instrument, the Yakima Board of County Commissioners appropriated $315,000 to fund the implementation of a Pretrial Project. Current information about the Pretrial Policy Team was provided to the Arnold Foundation in April of 2014.

Smart Pretrial Demonstration Initiative

One of the ongoing concerns with the Pretrial Policy Team was how to effectively assess and plan for the implementation of a pretrial program. Concurrently, the U.S. Department of Justice (DOJ), Office of Justice Programs (OJP), Bureau of Justice Assistance (BJA) released a request for applications for the Smart Pretrial Demonstration Initiative (Smart Pretrial). The goal of Smart Pretrial was to test the cost savings and public safety enhancements that can be achieved when jurisdictions move to a pretrial model that uses risk assessment to inform decision-making and employs improved risk management strategies (supervision and diversion). Smart Pretrial sites selected under this grant announcement would work with a BJA-supported researcher to measure their pretrial outcomes (pretrial rearrests and failure to appear) and associated pretrial justice costs. The provision of training, technical assistance, and funding for staff made this grant a perfect fit for Yakima County who applied in May 2014 and was notified of the award in September 2014.

As a part of the grant, the Pretrial Policy Team would spend a year planning and producing the following:

- <u>Develop a Pretrial Vision Statement</u> - With guidance from the technical assistance provider and information learned from onsite trainings and webinars, the Pretrial Policy Team will collaboratively develop a vision statement reflecting the outcomes the Law and Justice Committee seeks to achieve. Once the vision has been developed, a review of the current need will be illustrated though the development of a system-wide map of the criminal justice system as well as by baseline data collected and analyzed per a Data Collection Plan.
  - This was accomplished in early 2015 by the Yakima County Pretrial Policy Team.
- <u>Identify data to be collected</u> - For the collection of baseline data, Yakima County will work with the technical assistance provider regarding guidance in data types and sources to be collected and analyzed across agencies in support of measuring specified pretrial justice performance measures for both baseline data and specific program data once implementation has begun. These measures and the method by which baseline and program data will be collected and analyzed will be put into a Data Collection Plan.

- o Yakima County responded to a multiple agency request for data in early 2015. Multiple barriers were identified which prevented to inclusion of all the data requested. A preliminary data collection plan was developed in late 2015 to address the identified barriers. While a preliminary baseline was under development for year one, primarily to assist in designing supervision strategies, the full baseline will not be completed until year Two.

- Identify resources needed for data collection - In addition to identifying what data will be collected, the Data Collection Plan will also identify staffing resources needed, funding streams for those resources, and identification of partnership with academic institutions to assist in data analysis.
  - o While no partnerships have been identified, the before mentioned data collection plan identified dependencies and strategies for meeting the system's data needs.

- Develop a System Wide Map - The system-wide map of the front-end of Yakima County's criminal justice system will assist in identifying where various supervision options need to be developed as well as the identification of potential redundancies and choke points. The gap between the current assessment and the outcomes identified in the vision processes will be addressed through the development of a logic model identifying specifically how the initiative will improve pretrial outcomes in a specific, measurable manner.
  - o System Mapping was conducted in June 2015 by Robin E. Wosje of the Justice Management Institute. It was based on interviews with all departments of the Yakima County Law and Justice System as well as an analysis of 5 years of data.

- Develop a Scorecard of Measures – The development of a set of scorecard of measures will be largely dependent on the development or selection of the Risk Assessment tool as well as the associated policies and procedures. Should an established Risk Assessment tool be selected, the scorecard of measures will be dictated by that model. Should the Risk Assessment tool be developed, any measures will have to be developed with the Key Elements in mind and be grounded in data and research.
  - o The current scorecard is included in this Implementation plan – it was developed using three primary sources:
    - ▪ Arnold Foundation PSA Outcomes and Performance Measures
    - ▪ Measures Identified in Measuring what Matters
    - ▪ Smart Pretrial Demonstration Initiative Competitive Grant Announcement

    Yakima County has significant experience using data to make policy decisions, so the scorecard is larger than expected to meet the needs of the Pretrial Policy Team.

- Assess Readiness for Implementation – All activities described in this proposal are designed to enhance staff members' knowledge, understanding and support for the core elements of a high-functioning and legally-based pretrial justice system. As a part of this process, policy team members and their respective staff will conduct an assessment of their readiness for full implementation of a redesigned system, and develop an agency-level logic model for implementation. Yakima County has a strong history of self-assessment as evidenced by the Hutton Report and other examples of engaging third parties to assist in the evaluation of both parts of the system and the system as a whole. Yakima County has also shown willingness to not just conduct these evaluations, but to respond to recommendations and adjustments in a collaborative and timely manner.
  - o The Yakima County Pretrial Policy Team recently participated in a Collaboration Survey conducted by the Pretrial Justice Institute. The results of that survey were not yet available at the time of publication of this plan.

- Design a Logic Model for Implementation – The final task in the Planning phase will be the development of an agency-level logic model to guide implementation. Tasks for each Policy Team Member will be

included as well as outcomes for all activities. This documentation will ensure implementation of the Yakima County Pretrial Program in the manner that was envisioned in the Planning Phase thereby ensuring ongoing collaboration, adherence to the Risk Assessment model developed or chosen, and the successful collection and analysis of the required data. Documentation will be a vital component to assist in future expansion and replication and ongoing sustainability will be dependent on adherence to it.

- o The logic model contained in this plan meets the implementation goals and objectives for the pretrial systems as whole which includes local decisions, required outcomes for Smart Pretrial, and required tasks for the implementation of the Arnold Foundation PSA.

John D and Catherine T MacArthur Foundation

While planning for the BJA Smart Pretrial Initiative was to begin late 2014, delays pushed the start date to early 2015. In May of 2015 the Pretrial Policy Team applied to the MacArthur Foundation to expand the work that began with the Hutton Report and the Smart Pretrial Initiative to develop and put into policy a comprehensive analysis of interagency data to understand the drivers of jail population across the entire law and justice system. Only by understanding the current environment can a clearly articulated and realistic plan for practice changes and system change be completed. The hoped for result would be a fair, safe, and effective system built with the best available research, evidence-based practices, and accessible data. Measurable results would include shortened pretrial stays, intercept points for timely intervention and engagement of persons disabled by behavioral health conditions and more as indicated by the baseline data identified in the planning. Unfortunately Yakima County was not one of the sites selected though a partner community, Spokane County, was selected.

Ongoing Communications

Included in this implementation plan are goals and objectives specific to internal and external communications. The Yakima County Pretrial Policy Team has already conducted community outreach in the following manner:

- Pretrial presentation by policy committee members to the League of Women Voters that was also carried on local public access television;
- Pretrial presentation by policy committee members to the Yakima County Chiefs of Police Association who were very supportive of the system change;
- Presentation to a group of 53 criminal lawyers and Judges by Mr. Tim Schnacke from the Center for Legal and Evidence-Based Practices regarding the "Legal Analysis of Pretrial Law for Yakima County, Washington in which the lawyers and judges earned educational credits from the State of Washington;
- Presentation to the Yakima County prosecutors on pretrial service by colleagues in other states that have by part of the implementation of effective pretrial programs.

In addition to other planning efforts, there is a committee specifically tasked with the development of a communication plan headed by the Pretrial Policy Team chair Judge Richard Bartheld.

The Policy Team

This section outlines the role of the Pretrial Policy Team as a whole, Policy Team members, the Chair, and staff as well as respective responsibilities.

Vision

The vision of Yakima County is to operate a pretrial system that is safe, fair, and effective and which maximizes public safety, court appearance, and appropriate use of release, supervision and detention.

Responsibilities

The Yakima County Pretrial Policy Team will guide the implementation of the Yakima County Pretrial System and conduct ongoing performance measurement by performing the following:

- Meet on a monthly basis to analyze system changes, review data for decision-making process, recommend changes, monitor those changes, and discuss progress on the Pretrial Program
- Prioritize the Yakima County Pretrial System to demonstrate its importance and timeliness across other Law and Justice objectives
- Recommend resolution of scope related matters to ensure the project stays on track with the vision of the Law and Justice system as a whole
- Provide information and expert advice regarding planning for other projects or system developments that impact project timelines, deliverables, or resources
- Advise on strategic partnerships and timing for policy team expansion into additional jurisdictions
- Work with Yakima County Pretrial Program funders should technical assistance or training be offered

Current Members

The Pretrial Policy Team consists of the following members:

- Richard Bartheld, Pretrial Policy Team chair, Judge, Yakima County Superior Court
- Robyn Berndt, Court Administrator, Yakima County Courts
- Kevin Bouchey, Commissioner, Yakima County Board of Commissioners
- Joe Brusic, Yakima County Prosecuting Attorney
- Susie Silverthorn, Yakima County Deputy Prosecutor (Alternate)
- Ed Campbell, Director, Yakima County Department of Corrections
- Gregory Cobb, Chief, Union Gap Police Department
- Dan Fessler, Public Defender, Yakima County Office of Assigned Counsel
- Scott Himes, Chief, Yakima County Department of Corrections (Alternate)
- Gary Jones , Captain, Yakima Police Department
- Paul Kelly, Incoming Director, Yakima County Office of Assigned Counsel (Alternate)
- Therese Murphy, Manager, Yakima County District Court
- Kevin Roy, Presiding Judge, Yakima County District Court
- Brian Winter, Yakima County Sheriff

Chair

The Chair of the Pretrial Policy Team is Judge Richard Bartheld of Yakima County Superior Court. In instances when the Chair cannot attend a meeting, the other judicial officer serving on the policy team will preside over the meeting as designated by the chair. Chair responsibilities include:

- Guiding the Yakima County Pretrial Policy Team in the implementation and oversight of the Pretrial System by ensuring that focus of the team is on strategically important issues and that there is cohesion of direction and purpose at a policy and strategic level.
- Convene, and preside over, policy team meetings. In consultation with the Site Coordinator and Pretrial Supervisor, set and approve the agendas for meetings, and ensures that minutes of the meetings are drafted and subsequently reviewed and approved.
- Build consensus and develops teamwork within the Policy Team by ensuring they have the resources required to fulfill its responsibilities, including the provision of timely and relevant background information for meetings and educational opportunities for members.
- Oversee the formation of committees and the integration of their activities with the work of the Policy Team.
- Ensure there is an up-to-date orientation program for new Policy Team members. Participate in the orientation and mentoring of new Policy Team members.
- Represent the Policy Team and appear on its behalf at official functions.

Staff

Current staff for the Yakima County Pretrial System include a Site Coordinator, Pretrial Supervisor, and Data Manager.

Site Coordinator

The Yakima County Pretrial Site Coordinator is charged with assisting the Pretrial Policy Team in the effort to reduce the inappropriate use of secure detention pretrial in a rational risk-based manner without compromising public safety through the implementation of a Pretrial system. As a best practice, the Site Coordinator should be neutral and not ally with any one stakeholder. Currently the Pretrial Site Coordinator is Harold Delia. The Site Coordinator's responsibilities include:
- Build a personal relationship and rapport with each team member and any relevant staff from the team members' agency.
- Staff the regular (e.g., monthly) team meetings and any related subcommittee or task force meetings.
- Monitor and respond to team members' engagement and participation levels.
- Serve as the primary point of contact for funders, trainers, and technical assistance providers ensuring centralized communication between them and the Policy Team Chair, other staff, and the Policy Team as a whole.
- Provide the team with information (e.g., local data, national research, law, case flow) and ideas the team needs to make decisions.
- Organize and track logistics for meetings and special events.
- Stay informed with the national initiatives related to Pretrial Programs and parse out information with the Policy Team.
- Participate in the development of publications and/or presentations for the local jurisdiction, the state, and/or nationally.
- Support the Policy Team Chair in meeting the required deliverables of any program funders.

Pretrial Supervisor

Under the general direction of the District Court Manager, the Pretrial Supervisor is responsible for the day-to-day management and operation of Yakima County's Pretrial Program. The Pretrial Supervisor is responsible for the supervision of the staff, assignment and evaluation of work, writing and implementing policies and procedures,

collecting statistical information and evaluating program performance. Currently the Pretrial Supervisor is Jennifer Wilcox. Essential duties include the following:

- Assigns reviews and supervises the work of professional pretrial officers. Responds to complaints and issues involving clients and staff. Recruits, interviews and recommends employees for hire; measures effectiveness of work performance; writes performance reviews; makes and implements decisions regarding progressive discipline up to suspension and makes recommendations to manager for suspension or termination; coordinates case assignments and monitors accuracy of risk/need assessment and level of appropriate supervision by Pretrial Officers. Provides annual training for professional staff consistent with professional development as well as regular training throughout the year. Participates in the development or modification of policy and procedures and ensures policies, procedures and program delivery are in compliance with state and local laws and regulations.
- Plans, develops, implements and monitors an evidence-based Pretrial Program. Compiles and analyzes client data with regard to program delivery to evaluate results with respect to program success; prepares and presents complex reports with regard to pretrial caseloads, program outcomes, as well as expense and revenue budget reports and federal and state grant reports; makes programming or supervision recommendations for changes based on programmatic analysis of data. Educates county judges, prosecutors, defense attorneys and other departments and community organizations about the Pretrial program. Acts as liaison for Pretrial and participates in multi-court level management meetings.
- Assists manager in long ranging planning for programming activities; assists with development of program budget and makes decisions regarding expenditures; researches and applies for grants related to Pretrial Services; monitors legislative activity and reports changes in laws to management and line staff to ensure compliance in delivery of Pretrial Services; maintains an ongoing relationship and dialog with other Pretrial managers and supervisors to ensure a high level of coordination and sharing of expertise is provided.
- Audits Pretrial Officer(s) on a regular basis for compliance with policies and procedures; authorizes payment for resources necessary for programming needs; leads Pretrial Officers in staffing of cases; makes recommendations to judges on cases before the court.

Data Manager
In addition to centralizing data collection, the Data Manager will also identify resources needed, funding streams for those resources, and identification of partnership with academic institutions to assist in data analysis.   The Data Manager will serve as support staff for the Site Coordinator. Currently the Pretrial Data Manager is Lee Murdock. Responsibilities include the following:

- Track program deliverables and work being done by attending monthly Policy Team Meetings
- Review research and documentation including evidence-based models, whitepapers, and funding opportunities to assist the Site Coordinator and Policy Team Chair
- Monitor and track data that is collected for performance measures and outcomes for the program as a whole as well as any reporting requirements for funders.
- Facilitate monthly Data Committee meeting with database administrators [See Data Committee description]

Meetings
This section outlines the current meeting schedule for the Pretrial Policy Team, the two committees from the Pretrial Policy Team, and the broader reaching Data Committee which supports multiple Law and Justice Initiatives. Both of the committees, Risk Assessment and Supervision Standards, are made up from Policy Team members, staff will be active members of each meeting. Staff includes the Pretrial Site Coordinator, Pretrial Supervisor, and Pretrial Data Manager.

Policy Team
The Pretrial Policy Team meets the Third Friday of the Month from 1-3pm.

Risk Assessment Committee
The Risk Assessment Committee is currently being designed. Current members include:
- Chair - Dan Fessler, Public Defender, Yakima County Office of Assigned Counsel
- Richard Bartheld, Pretrial Policy Team chair, Judge, Yakima County Superior Court
- Joe Brusic, Yakima County Prosecuting Attorney
- Ed Campbell, Director, Yakima County Department of Corrections
- Gregory Cobb, Chief, Union Gap Police Department
- Brian Winter, Yakima County Sheriff
- Kevin Roy, Presiding Judge, Yakima County District Court

At the end of November, the current Public Defender Director Dan Fessler will be retiring. The new director Paul Kelley has been attending meetings this past year to help ensure continuity once Mr. Fessler retires. At the last committee meeting, the group made a decision to merge with the Supervision Standards Committee.

Supervision Standards Committee
The Supervision Standards committee will review the parameters needed for fidelity to the PSA and determine where local policies can be implemented to determine which supervision standards will be assigned for each risk level. Current members of the committee include:
- Chair - Therese Murphy, Manager, Yakima County Probation
- Richard Bartheld, Pretrial Policy Team chair, Judge, Yakima County Superior Court
- Robyn Berndt, Court Administrator, Yakima County Courts
- Scott Himes, Chief, Yakima County Department of Corrections
- Susie Silverthorn, Deputy Prosecutor, Yakima County Prosecutor's Office
- Paul Kelly, Incoming Director, Yakima County Office of Assigned Counsel

Data Committee
While the Data Committee supports the Law and Justice system as a whole, much of the work is currently related to the Pretrial System. Representation from Yakima County Superior Court, Yakima County District Court, Yakima County Probation Services, Yakima County Department of Corrections, Yakima County Sheriff's Office, Yakima County Assigned Counsel, Yakima County Technology Services, and the Yakima County Prosecutor perform integrated data analysis in relation to Pretrial Services, mental health in the jail, or any number of law and justice issues.

The goal of the committee is to develop long-range planning capability, explore integration amongst systems, improve impact analysis capabilities, and to provide research capability and data as requested by the Law and Justice Committee as well as the Executive and Judicial branches of government. Members on this committee are the administrators of these data systems who are intimately familiar with all aspects of the system.

One of the initial outcomes of this committee will be addressing inconsistencies across DOC and Court databases in Race and Ethnicity tracking. Currently an individual could be identified differently in regards to Race and Ethnicity in the various databases (District Court, Superior Court, and Department of Corrections).   This data quality issue will need to be addressed before complete analysis of Racial and Ethnic Disparities can be analyzed.

Upcoming Committees
Two additional committees are currently under development:

- PSA Policy Work Group
- PSA Implementation Work Group

The PSA Implementation Work Group currently includes:
- Harold Delia – Pretrial Site Coordinator
- Therese Murphy – District Court Manager
- Jennifer Wilcox – Pretrial Supervisor
- Lee Murdock – Data Manager

This work group is currently meeting on a monthly basis.

Options for the PSA Policy Work Group are currently being discussed by the Yakima County Pretrial Policy Team.

Pretrial Program Funders and Deliverables

Currently three organizations are supporting the planning and implementation of the Yakima County Pretrial Program; the Yakima County Board of Commissioners, the Bureau of Justice Assistance, and the Laura and John Arnold Foundation.

Board of County Commissioners

The particular issue or challenge currently facing our criminal justice system is that Yakima County, compared with national data, has a high rate of violent crime, a limited number of funded jail beds, and significant budget reductions. One of the impacts of budget reductions was the elimination of the pretrial unit three years ago, partially due to the expense of the interview-based risk assessment tool. Through the efforts of the Law and Justice Committee, the Board of County Commissioners has agreed to provide funding, up to $315,000 a year to develop and implement an evidenced-based pretrial system to address all three of our current issues in a data-driven, cost effective manner that maintains public safety and system efficiencies. This commitment was made in 2014 though notification of a grant award from BJA did not occur until later that year. The Board of County Commissioners allowed $190,000 of the 2014 funding to be carried over and added to the 2015 funding in the amount of $312,000 for a total of $502,000.

These funds were used to support planning activities, reimburse partners for time spent on data gathering and analysis, hiring the Pretrial Supervisor, and to support a prosecutor and public defender at first appearance, one of the recommended activities included in the implementation plan.

Smart Pretrial Demonstration Initiative

The following table outlines the 21 identified tasks in the Pretrial Initiative and their status:

Milestone	Task	Status 2014 Q4	Status 2015 Q1	Completed
Establish a Pretrial Policy Team	Identification/Selection of a Smart Pretrial Site Coordinator	✔		Complete
	Establish a schedule for policy team and subcommittee meetings	✔		Complete
	Attend Site-Based and In-Person Trainings	✔		Complete
Complete A Local Work Plan	Develop a System-wide Pretrial Justice Vision Statement	✔		Complete
	Define relationships among local policy team members and their responsibilities	✔		Complete
	Establish long-term and short-term goals		+	
	Secure personnel and other resources needed to achieve stated goals		✔	Complete
	Develop both an internal and external communications strategy		+	
Develop a Data Collection Plan	Identify data to be collected		✔	Complete
	Identify process and the impact of data to be collected		X	
	Identify resources needed for data collection		+	
Collect & Analyze Baseline Data	Collect Baseline Data		✔[1]	In Progress
	Analyze Baseline Data		+[2]	In Progress

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[1] Baseline data for this purpose includes responding to the initial data request by PJI. A Data Collection Plan has been developed to address barriers moving forward for the development of a final baseline analysis for program outcomes.

[2] Baseline data analysis for this purposes include both the analysis of defendant data as well as identifying where data issues exist – the data collection plan portion of the implementation plan will contain steps to resolve those issues.

Complete Plan To Address Eligibility & Assessment Protocols	Establish requirements or selection of risk assessment tool		✔	Complete
	Establish procedure to be used for implementation of risk assessment		X	
	Identify location to be used for implementation of risk assessment		✔	Complete
Complete Strategic Program Design	Identify how the initiative will improve pretrial outcomes		+	
	Develop a Local System-wide Map		✔	Complete
	Develop a set of scorecard measures		+	In Progress
Complete Agency-level Logic Model for Implementation (via Implementation Work Plan)	Assess readiness for implementation		✔	Complete
	Engage Staff within each Criminal Justice System Agency		**Ongoing**	Ongoing

✔ **- Completed**   ✚ **- In Progress**   **X – Dependent on Arnold Foundation**[3]

The logic model for the Implementation Plan is from the Smart Pretrial Demonstration Initiative.

Arnold Foundation

Yakima County was informed in May 2015 by the Laura and John Arnold Foundation (Arnold Foundation) that they were selected one of twenty-one jurisdictions—from major cities to entire states—to adopt the Public Safety Assessment (PSA), a risk assessment tool that helps judges make accurate, efficient, and evidence-based decisions about which defendants should be detained prior to trial and which can be safely released. This tool is a vital component to an effective Pretrial Program.

Public Safety Assessment

The PSA was created using a database of over 1.5 million cases drawn from more than 300 U.S. jurisdictions. The data was analyzed to identify the factors that are the best predictors of whether a defendant will commit a new crime, commit a new violent crime, or fail to return to court. These factors are related to a defendant's criminal history and current charge. They do not include factors that could be discriminatory such as race, gender, level of education, socioeconomic status, and neighborhood. The PSA is more objective, far less expensive, and requires fewer resources to administer than previous techniques. And because it was developed and validated using data from diverse jurisdictions from across the country, it can be used anywhere in the United States.

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[3] All tasks dependent on the Arnold Foundation are still in progress.

Current Environment and Recommendations

In addition to the Hutton Report and other Internal Data Collection methods, one of the Yakima County Pretrial System funders, the Bureau of Justice Assistance (BJA) Smart Pretrial Demonstration Initiative, has also provided various organizations to analyze the current pretrial system. The resulting products include a Legal Analysis, System Mapping, and Gap Analysis which were used to inform the planning process and develop the resulting goals and objectives. Ongoing conversation by the Yakima County Pretrial Policy Team, financial capacity, and staffing capacity also informed the development of the goals and objectives.

Data Collection Plan

During initial planning phase, efforts were made to collect all of the data identified by the Arnold Foundation PSA Outcomes and Performance Measures, measures Identified in *Measuring what Matters*[4], and required measures listed in the Smart Pretrial Demonstration Initiative FY 2014 Competitive Grant Announcement. Goal 3 of the Implementation Goals aims to streamline monthly reporting of performance measures and outcome data by the end of the second quarter of 2016.

Yakima County is currently working with the Arnold Foundation and developers from the Yakima County Pretrial Services Case Management software to automate scoring of the PSA through local customizations. Should integration not be possible, then internal sources will develop a Microsoft Access database to collect and analyze the data collected during implementation.

Specifically, the third objective, Conduct baseline analysis, has been added to address the missing data measures from the baseline analysis included in this plan. Barriers such as time allowed, staff capacity, and format of delivered data prevented the completion of the data collection. This section identifies the missing measures, dependencies and the planned activities to complete collection and analysis.

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[4] National Institute of Corrections, *Measuring What Matters – Outcome and Performance Measures for the Pretrial Services Field*, 2011

Conduct Baseline Data Analysis	Administer the PSA	Track Outcomes and Measures
Requires the following:	Requires the following:	Requires the following:
A - Accurate Data Pulls	A - Accurate Data Pulls	A - Accurate Data Pulls
B - Accurate definitions of FTA and New Crimes	B - Accurate definitions of FTA and New Crimes	B - Accurate definitions of FTA and New Crimes
C - Accurate Alignment with Arnold PSA	C - Accurate Alignment with Arnold PSA	C - Accurate Alignment with Arnold PSA
D - Accurate Cost Benefit Analysis		D - Accurate Cost Benefit Analysis

Internal Dependency	External Dependency

A- Accurate Data Pulls

A. Need to Finalize the Data Set (Corrections, Superior and District Court Data)	A1. Need Violence Flag (Arnold Foundation) A2. Need Updated District and Superior Court Data (AOC) A3. Need updated Corrections Data (Spilllman)
Impacts pulling Prosecution and Defense Data as well as Law Enforcement Data	

B - Accurate definitions of FTA and New Crimes

B. Need Time to Pull NCIC Data (For New Criminal Activity and FTAs)	B1. Need Factor Definitions for FTA and Crime Types (Arnold Foundation)
Impacts pulling Outcome Data	

C - Accurate Alignment with Arnold PSA

C. Need to weight measures (For determination of Risk Levels)	C1. Option One - Need Application developed by Automon
	    C1a. Need Approval by Arnold Foundation
	    C1b. Need Validation by Arnold after built
	C2. Option Two - Need to build application internally
	    C2a. Need to attend training
	    C2b. Need Validation by Arnold after built

Impacts pulling Pretrial, Law Enforcement, and Probation Data	

D - Accurate Cost Benefit Analysis

D. Need Partner Budgets and Fiscal Staff Time (For Cost Benefits Analysis)	D1. Need formulas for building Cost Benefit Analysis
Impacts pulling all cost benefit data	

	Color Legend
	Data not available until implementation of PSA
	Added to Data Plan for delivery in April 2016
	Data not available due to system barriers or gaps

	Subcategory	Data	Pivots	Response	Internal	External
BI	Table 15: Pretrial Risk-Based Decision by Risk Assessment Score***	Total Booked in Jail	Categories: Risk Level and Race and Ethnicity	Data not available until after implementation of PSA - No current Pretrial Program	C	C1 and C2
BI	Table 15: Pretrial Risk-Based Decision by Risk Assessment Score***	Release on OR	Categories: Risk Level and Race and Ethnicity	Data not available until after implementation of PSA - No current Pretrial Program	C	C1 and C2
BI	Table 15: Pretrial Risk-Based Decision by Risk Assessment Score***	Release on Monetary Bail	Categories: Risk Level and Race and Ethnicity	Data not available until after implementation of PSA - No current Pretrial Program	C	C1 and C2
BI	Table 15: Pretrial Risk-Based Decision by Risk Assessment Score***	Remain in Jail	Categories: Risk Level and Race and Ethnicity	Data not available until after implementation of PSA - No current Pretrial Program	C	C1 and C2

	Subcategory	Data	Pivots	Response	Internal	External
JMI/BI /JRSA	3B. Money Bail/ Release on Recognizance	3B3. # of these defendants who had at least one failure to appear, by risk level, case type, and supervision level	None	Data not available until after implementation of PSA - accurate baseline will require that all weighting for an estimate of risk level, violence flag definitions, and other external dependencies that are needed for the development of the PSA will need to be in place to pull an accurate baseline.	C	C1 and C2
JMI/BI /JRSA	3B. Money Bail/ Release on Recognizance	3B4. # of these defendants who had at least one charge for new criminal activity that allegedly occurred during pretrial release, by risk level, case type, and supervision level	None	Data not available until after implementation of PSA - accurate baseline will require that all weighting for an estimate of risk level, violence flag definitions, and other external dependencies that are needed for the development of the PSA will need to be in place to pull an accurate baseline.	C	C1 and C2
JMI/BI /JRSA	3D. Risk Assessment & Supervision	3D1a. # of defendants assessed for risk by case type and risk level	Categories for case type: Felony, Misdemeanor, Criminal Traffic, Ordinance Violations [within each category, if you are able to provide further breakdown by primary offense (e.g., homicide, robbery, DUI, criminal trespass, etc., please do).	Data not available until after implementation of PSA - No current Pretrial Program	C	C1 and C2
JMI/BI /JRSA	3D. Risk Assessment & Supervision	3D1b. # of defendants not assessed for risk by case type	Categories for case type: Felony, Misdemeanor, Criminal Traffic, Ordinance Violations [within each category, if you are able to provide further breakdown by primary offense (e.g., homicide, robbery, DUI, criminal trespass, etc., please do).	Data not available until after implementation of PSA - No current Pretrial Program	C	C1 and C2
JMI/BI /JRSA	3D. Risk Assessment & Supervision	3D2. # of defendants, by risk level and case type, in which the pretrial agency overrode the typical recommendation for cases of this risk level and type	Categories for case type: Felony, Misdemeanor, Criminal Traffic, Ordinance Violations [within each category, if you are able to provide further breakdown by primary offense (e.g., homicide, robbery, DUI, criminal trespass, etc., please do).	Data not available until after implementation of PSA - No current Pretrial Program	C	C1 and C2

	Subcategory	Data	Pivots	Response	Internal	External
JMI/BI /JRSA	3D. Risk Assessment & Supervision	3D6. # of supervised defendants who had at least one failure to appear, by risk level, case type, and supervision level	Denver may be able to break this down deeper by looking not just at risk level, but by 'matrix categorization', so that both risk and charge are accounted for.	Data not available until after implementation of PSA - No current Pretrial Program	C	C1 and C2
JMI/BI /JRSA	3D. Risk Assessment & Supervision	3D7. # of supervised defendants who had at least one charge for new criminal activity that allegedly occurred during pretrial release, by risk level, case type, and supervision level	This is an outcome measure for supervised defendants. Denver may be able to break this down deeper by looking not just at risk level, but by 'matrix categorization', so that both risk and charge are accounted for	Data not available until after implementation of PSA - No current Pretrial Program	C	C1 and C2
JMI/JR SA	1C. Citations	1C2. # of risk screenings or risk proxies conducted in the field by type of offense	Categories: Felony, Misdemeanor, Criminal Traffic, Ordinance Violations [within each category, if you are able to provide further breakdown by primary offense (e.g., homicide, robbery, DUI, criminal trespass, etc., please do)	Data Not Available - No risk screenings until after implementation	C	C1 and C2
JMI/JR SA	1C. Citations	1C4. # of citation releases who receive a court date reminder	Categories: Felony, Misdemeanor, Criminal Traffic, Ordinance Violations [within each category, if you are able to provide further breakdown by primary offense (e.g., homicide, robbery, DUI, criminal trespass, etc., please do)	Data Not available - Some citations do list an actual court date, however those are not consistently recorded in our record system and there are no current reminders sent.	Implem entatio n Require d	Impleme ntation Required
JMI/JR SA	3A. Pretrial Detention	3A1. # of defendants who remained in pretrial detention until case disposition, by case type, pretrial risk level, bond type (secured or unsecured), bond amount, and pretrial length of stay	Categories for case type: Felony, Misdemeanor, Criminal Traffic, Ordinance Violations [within each category, if you are able to provide further breakdown by primary offense (e.g., homicide, robbery, DUI, criminal trespass, etc., please do). Length of Stay categories: Less than 24 hours; 1-2 days; 3-6 days; 7-10 days; 11-30 days; 31 to 180 days; more than 180 days	Data not available until after implementation of PSA - accurate baseline will require that all weighting for an estimate of risk level, violence flag definitions, and other external dependencies that are needed for the development of the PSA will need to be in place to pull an accurate baseline.	C	C1 and C2

	Subcategory	Data	Pivots	Response	Internal	External
JMI/JRSA	3D. Risk Assessment & Supervision	3D4. # of supervised defendants, by case type and risk level, and by bond/release type (OR, secured)	Of those defendants who were assessed for risk using a risk assessment tool, how many times were the assessment results shared with the court	Data not available until after implementation of PSA - No current Pretrial Program	C	C1 and C2
JMI/JRSA	3D. Risk Assessment & Supervision	3D5. # of supervised defendants who received court reminders/notifications, by case type and risk level	For defendants who were released pretrial and were supervised by a pretrial agency. Denver may be able to break this down deeper by looking not just at risk level, but by 'matrix categorization', so that both risk and charge are accounted for.	Data not available until after implementation of PSA - No current Pretrial Program	C	C1 and C2
JRSA	3A. Pretrial Detention	3A2. For defendants not released pretrial, # of instances where the court recorded the reasons why	None	Data not available until after implementation of PSA - accurate baseline will require that all weighting for an estimate of risk level, violence flag definitions, and other external dependencies that are needed for the development of the PSA will need to be in place to pull an accurate baseline.	Implementation Required	Implementation Required
JRSA	3D. Risk Assessment & Supervision	3D3a. # of these completed risk assessments shared with the court (bail setting judge) at the initial bail hearing		Data not available until after implementation of PSA - No current Pretrial Program	C	C1 and C2
JRSA	3D. Risk Assessment & Supervision	3D3b. # of these completed risk assessments shared with the prosecutor at the initial bail hearing	Of those defendants who were assessed for risk using a risk assessment tool, how many times were the assessment results shared with the court	Data not available until after implementation of PSA - No current Pretrial Program	C	C1 and C2
JRSA	3D. Risk Assessment & Supervision	3D3c. # of completed risk assessments shared with the defense attorney at the initial bail hearing	Of those defendants who were assessed for risk using a risk assessment tool, how many times were the assessment results shared with the court	Data not available until after implementation of PSA - No current Pretrial Program	C	C1 and C2

	Subcategory	Data	Pivots	Response	Internal	External
JRSA	3D. Risk Assessment & Supervision	3D8. The number of defendants on pretrial supervision whose pretrial performance records were made available to the sentencing court.	This is an outcome measure for supervised defendants. Denver may be able to break this down deeper by looking not just at risk level, but by 'matrix categorization', so that both risk and charge are accounted for.	Data not available until after implementation of PSA - No current Pretrial Program	C	C1 and C2
JSP		Probation Marginal Cost per day	The cost per day for small changes in the caseload (exclude fixed costs and overhead)	Data not available until after implementation of PSA - No current Pretrial Program	D	D1
JSP		Probation Average Length of Stay	This should be broken out by misdemeanors and felonies	Data not available until after implementation of PSA - No current Pretrial Program	C	C1 and C2
JSP		Cost per day of supervision	The cost per day for small changes in the caseload (exclude fixed costs and overhead) broken out by risk/supervision level	Data not available until after implementation of PSA - No current Pretrial Program	D	D1
JSP		Length of stay on supervision	The average length of time on supervision broken out by risk/supervision level	Data not available until after implementation of PSA - No current Pretrial Program	C	C1 and C2
JSP		Supervision Caseload	The percentage of released defendants who receive pretrial supervision, broken out by risk level/supervision level	Data not available until after implementation of PSA - No current Pretrial Program	Implementation Required	Implementation Required
JSP	Risk	If a pretrial risk assessment is available, please provide data on the total score/risk classification level		Data not available until after implementation of PSA - No current Pretrial Program	C	C1 and C2

	Subcategory	Data	Pivots	Response	Internal	External
JSP	Release Conditions Ordered/Set	Release Conditions (no conditions, non-financial conditions only, unsecured financial conditions only, unsecured financial and other conditions, secured financial only, secured financial and other conditions, not released/denied bail, other, unknown)	These are not needed for cost calculations but are needed for comparing to potential policy changes	Data not available until after implementation of PSA - No current Pretrial Program	Implementation Required	Implementation Required
JSP	Supervision level	If the defendant is placed on pretrial supervision, the level of supervision might be low, moderate or high. Other supervision level categories might be possible and would have to be specified by the site.	This isn't necessary for the individual level data if available in the aggregate data	Data not available until after implementation of PSA - No current Pretrial Program	Implementation Required	Implementation Required
JSP	Supervision dates	Date defendant was placed on and terminated from any supervision	This isn't necessary for the individual level data if available in the aggregate data	Data not available until after implementation of PSA - No current Pretrial Program	Implementation Required	Implementation Required
JSP	Supervision termination reason	Reason defendant was terminated from supervision (successful, FTA, new crime, etc.)	This isn't necessary for the individual level data if available in the aggregate data	Data not available until after implementation of PSA - No current Pretrial Program	Implementation Required	Implementation Required

	Subcategory	Data	Pivots	Response	Internal	External
JSP	Case end date/disposition date	None	None	Data not available until after implementation of PSA - No current Pretrial Program	Implementation Required	Implementation Required
JSP	New Offense	Y/N, was there a new criminal offense during the pretrial period	None	Data not available until after implementation of PSA - need to resolve external dependencies	N/A	B1
JSP	Severity of Offense	Felony/Misdemeanor/Other	None	Data not available until after implementation of PSA - need to resolve external dependencies	N/A	B1
JSP	Date of New Offense		None	Data not available until after implementation of PSA - need to resolve external dependencies	N/A	B1
JSP	Type of Offense	General offense categories such as: property/theft, drug , DUI, auto, robbery, burglary, assault/violent, domestic violence, sexual offending, homicide, other	None	Data not available until after implementation of PSA - need to resolve external dependencies	N/A	B1
JSP	Failure to Appear	Y/N, was there an FTA during the pretrial period	None	Data not available until after implementation of PSA - need to resolve external dependencies	N/A	B1

	Subcategory	Data	Pivots	Response	Internal	External
JSP	Date of Failure to Appear			Data not available until after implementation of PSA - need to resolve external dependencies	N/A	B1
Unknown	1C. Citations	1C3. # of citations issued by risk level	Categories: Felony, Misdemeanor, Criminal Traffic, Ordinance Violations [within each category, if you are able to provide further breakdown by primary offense (e.g., homicide, robbery, DUI, criminal trespass, etc., please do)	Data Not Available - No risk screenings until after implementation	C	C1 and C2
BI	Table 3: Charging Decisions by Most Serious Offense (MSO) Category		Categories: Felony, Misdemeanor, Technical/Administrative; Most Serious Offense Category and Race and Ethnicity	Added to Data Plan - will work with Prosecutor's Office regarding an accurate data pull	A	A1
BI	Table 4: Declinations by Most Serious Offense (MSO) Category		Categories: Felony, Misdemeanor, Technical/Administrative; Most Serious Offense Category and Race and Ethnicity	Added to Data Plan - will work with Prosecutor's Office regarding an accurate data pull	A	A1
BI	Table 5: Total Diversion/Deferred Prosecutions	Defendants Eligible for Diversion	Race and Ethnicity	Added to Data Plan - will work with Prosecutor's Office regarding an accurate data pull	A	
BI	Table 5: Total Diversion/Deferred Prosecutions	Defendants Placed in Diversion	Race and Ethnicity	Added to Data Plan - will work with Prosecutor's Office regarding an accurate data pull	A	

	Subcategory	Data	Pivots	Response	Internal	External
BI	Table 5: Total Diversion/Deferred Prosecutions	Defendants Successfully Completing Diversion	Race and Ethnicity	Added to Data Plan - will work with Prosecutor's Office regarding an accurate data pull	A	
BI	Table 5: Total Diversion/Deferred Prosecutions	Defendants not successfully completing Diversion	Race and Ethnicity	Added to Data Plan - will work with Prosecutor's Office regarding an accurate data pull	A	
BI	Table 6: Defendants Placed in Diversion by Most Serious Offense (MSO) Category		Categories: Felony, Misdemeanor, Technical/Administrative; Most Serious Offense Category and Race and Ethnicity	Added to Data Plan - will work with Prosecutor's Office regarding an accurate data pull	A	A1
JMI	2A. Case Screening	2A2. # of cases rejected for prosecution, by offense/charge type	Categories: Felony, Misdemeanor, Criminal Traffic, Ordinance Violations [within each category, if you are able to provide further breakdown by primary offense (e.g., homicide, robbery, DUI, criminal trespass, etc.) please do]	Added to Data Plan - will work with Prosecutor's Office regarding an accurate data pull	A	A1
JMI	2E. Case Processing	2E1. Average # of days from arrest to charging by case type	None	Added to Data Plan - Not having access to non-custodial arrests make delivering this data impossible. Is included for the April data delivery	A	A1
JMI	2E. Case Processing	2E4. Average # of days from arrest to disposition, by disposition type, and detention status	None	Added to Data Plan - Not having access to non-custodial arrests make delivering this data impossible. Is included for the April data delivery	A	A1
JMI/BI	2B. Charging	2B1. # of felony cases charged, by case type	Categories: Felony, Misdemeanor, Criminal Traffic, Ordinance Violations [within each category, if you are able to provide further breakdown by primary offense (e.g., homicide, robbery, DUI, criminal trespass, etc.) please do]	Added to Data Plan - will work with Prosecutor's Office regarding an accurate data pull	A	A1

	Subcategory	Data	Pivots	Response	Internal	External
JMI/BI	2B. Charging	2B2. # of misdemeanor cases charged, by case type	Categories: Felony, Misdemeanor, Criminal Traffic, Ordinance Violations [within each category, if you are able to provide further breakdown by primary offense (e.g., homicide, robbery, DUI, criminal trespass, etc.) please do]	Added to Data Plan - will work with Prosecutor's Office regarding an accurate data pull	A	A1
JMI/BI	2B. Charging	2B3. # of felony cases presented by law enforcement	Categories: Felony, Misdemeanor, Criminal Traffic, Ordinance Violations [within each category, if you are able to provide further breakdown by primary offense (e.g., homicide, robbery, DUI, criminal trespass, etc.) please do]	Added to Data Plan - will work with Prosecutor's Office regarding an accurate data pull	A	A1
JMI/BI	2B. Charging	2B4. # of misdemeanor cases presented by law enforcement	Categories: Felony, Misdemeanor, Criminal Traffic, Ordinance Violations [within each category, if you are able to provide further breakdown by primary offense (e.g., homicide, robbery, DUI, criminal trespass, etc.) please do]	Added to Data Plan - will work with Prosecutor's Office regarding an accurate data pull	A	A1
JMI/BI	2B. Charging	2B5. # of declinations by case type	None	Added to Data Plan - will work with Prosecutor's Office regarding an accurate data pull	A	
JMI/BI	2C. Diversion/Deferred Prosecution	2C1. # of defendants eligible for diversion programs by case type	None	Added to Data Plan - will work with Prosecutor's Office regarding an accurate data pull	A	
JMI/BI	2C. Diversion/Deferred Prosecution	2C2. # of these defendants placed in diversion programs, by case type	None	Added to Data Plan - will work with Prosecutor's Office regarding an accurate data pull	A	
JMI/BI	2C. Diversion/Deferred Prosecution	2C3. # of defendants successfully completing diversion, by case type	None	Added to Data Plan - will work with Prosecutor's Office regarding an accurate data pull	A	
JMI/BI	2C. Diversion/Deferred Prosecution	2C4. # of defendants who did not complete diversion, by case type	None	Added to Data Plan - will work with Prosecutor's Office regarding an accurate data pull	A	

	Subcategory	Data	Pivots	Response	Internal	External
JMI/JRSA	1C. Citations	1C1. # of citations issued by type of offense	Categories: Felony, Misdemeanor, Criminal Traffic, Ordinance Violations [within each category, if you are able to provide further breakdown by primary offense (e.g., homicide, robbery, DUI, criminal trespass, etc., please do)	Added to Data Plan - Need special permission from YSCO for DOC operator to pull citation data in a work-around that crosses agency lines. Current software, Spillman, only allows the YSCO to pull this data in the form of a PDF.	A	A1
JMI/JRSA	2A. Case Screening	2A1a. # of cases screened by prosecutor, by type of offense/charge	Categories: Felony, Misdemeanor, Criminal Traffic, Ordinance Violations [within each category, if you are able to provide further breakdown by primary offense (e.g., homicide, robbery, DUI, criminal trespass, etc.) please do]	Added to Data Plan - will work with Prosecutor's Office regarding an accurate data pull	A	A1
JRSA	2A. Case Screening	2A1b. # of these cases that were screened by prosecutor prior to the initial bail hearing	Categories: Felony, Misdemeanor, Criminal Traffic, Ordinance Violations [within each category, if you are able to provide further breakdown by primary offense (e.g., homicide, robbery, DUI, criminal trespass, etc.) please do]	Added to Data Plan - will work with Prosecutor's Office regarding an accurate data pull	A	A1
JRSA	2E. Case Processing	2E5. Average # of court hearings per defendant	None	Added to Data Plan - Need to work with AOC to design a new data pull which will address the multiple records per case number as well as addressing that dates for hearings are scheduled dates - not actual dates.	A	
JSP		Disposition Data	Felony and misdemeanor dispositions (what % receive a prison, jail or probation sentence) within the jurisdiction	Added to Data Plan – need to work with AOC and departments to discover how to collect sentence length and type.	A	
JSP		Marginal Cost per Case	Court processing costs based on number of cases and operational budget broken out by misdemeanor and felony if possible (overall criminal operating budget or a time study of the average case)	Added to Data Plan - Mike Wilson will work with us to enter the Cost Benefit Analysis formulas directly into our interface	D	D1
JSP		Failure to Appear Cost	Costs of warrant processing for FTA	Added to Data Plan - Mike Wilson will work with us to enter the Cost Benefit Analysis formulas directly into our interface	D	D1

	Subcategory	Data	Pivots	Response	Internal	External
JSP		Marginal per day Cost	Line item budget data to calculate marginal incarceration costs. This should include costs that vary with small to medium population changes (food, linens, transportation, health care and frontline staffing)	Added to Data Plan - Mike Wilson will work with us to enter the Cost Benefit Analysis formulas directly into our interface	D	D1
JSP		Average Length of Stay	Average length of stay by misdemeanor and felony for the sentenced population	Added to Data Plan - Mike Wilson will work with us to enter the Cost Benefit Analysis formulas directly into our interface	D	D1
JSP		Failure to Appear Cost	Costs to serve FTA warrant, based on personnel budget and time required	Added to Data Plan - Mike Wilson will work with us to enter the Cost Benefit Analysis formulas directly into our interface	D	D1
JMI	1A. Calls for Service	1A2. # of times crisis intervention teams dispatched	Crisis intervention team = trained officers and/or other specialists that respond to calls in which there is a possible mental health issue	Data is not currently available - We do not currently have a crisis intervention team, but we had a limited version of one in 2010 and 2011…very limited	N/A	N/A
JMI	1A. Calls for Service	1A1. # of calls for service by type of offense	Categories: Felony, Misdemeanor, Criminal Traffic, Ordinance Violations [within each category, if you are able to provide further breakdown by primary offense (e.g., homicide, robbery, DUI, criminal trespass, etc., please do)	Data is not currently available. YSCO does not collect and dispatch would involve multiple law enforcement agencies in our multi-jurisdictional county and could potentially take a significant amount of time.	N/A	N/A
JMI/JRSA	4A. Jail Population	4A2. Average daily population of pretrial detainees by risk level	None	Data not available until after implementation of PSA - No current Pretrial Program	N/A	N/A
JRSA	1D. Delegated Release Authority	1D1. # of arrestees eligible for release under delegated release authority	This would apply to cases where the judiciary has delegated pretrial release authority to non-judicial officers (e.g., jail or pretrial services staff). It would not apply to defendants released on citation by law enforcement or defendants released by judicial officers.	Yakima County does not utilize delegate release authority. However, Washington State Supreme Court by Court Rule allows for some misdemeanor and gross misdemeanor cases to be released by posting a monetary bond amount without a court appearance.	N/A	N/A

	Subcategory	Data	Pivots	Response	Internal	External
JRSA	1D. Delegated Release Authority	1D2. # of arrestees released under delegated release authority	Of those defendants who are eligible for delegated release, how many are released that way?	Yakima County does not utilize delegate release authority. However, Washington State Supreme Court by Court Rule allows for some misdemeanor and gross misdemeanor cases to be released by posting a monetary bond amount without a court appearance.	N/A	N/A
JRSA	2D. Defense Representation	2D1. # of defendants represented at initial bail hearing	None	Data Not Available - Currently, per the Department of Assigned Counsel, Prosecutor, and District Court - this data is not collected.	N/A	N/A
JRSA	2D. Defense Representation	2D2. # of defendants not represented at initial bail hearing	None	Data Not Available - Currently, per the Department of Assigned Counsel, Prosecutor, and District Court - this data is not collected.	N/A	N/A
JSP		Marginal Cost per Case	Costs per case, based on operational budget for personnel and number of cases broken out by misdemeanor and felony if possible (This may also be available from the County Budget Office)	Office of Assigned Counsel has responded that they do not track which cases have either resolved or are still pending for that year.	N/A	N/A
JSP		Failure to Appear Cost	Costs of warrant/apprehension	YSCO states they do not track this.	N/A	N/A
JSP		Jail admit type	Fresh arrest, court remand, violation, etc.	we currently do not track admit types.	N/A	N/A

Internal Data Collection

The following section demonstrates the available; data measures that are not available will be addressed in the Implementation Goals under the Conduct baseline analysis objective to be completed by the second quarter of 2016.

Risk Assessments

Currently no Risk Assessments are being administered, this will be tracked once implementation has occurred. Additional data to be measured includes: Distribution of PSA results shared with the Court, Prosecutor, and Defense; distribution of supervision records shared with the Court, Prosecutor, and Defense; the percentage of those booked into the jail vs. cited; and the percentage of those who received a court reminder of their scheduled proceeding.

Department of Corrections Data

All of the data related to the Yakima County Department of Corrections is from the Spillman Database.

AVERAGE BOND AMOUNT

The Average Bond Amount reached a peak in 2013 at $13,765. As of July 31, 2015 the annual average had dropped to $8,002; a 19% decrease from the previous year. The largest increase occurred between 2010 and 2011 with an almost 40% increase.
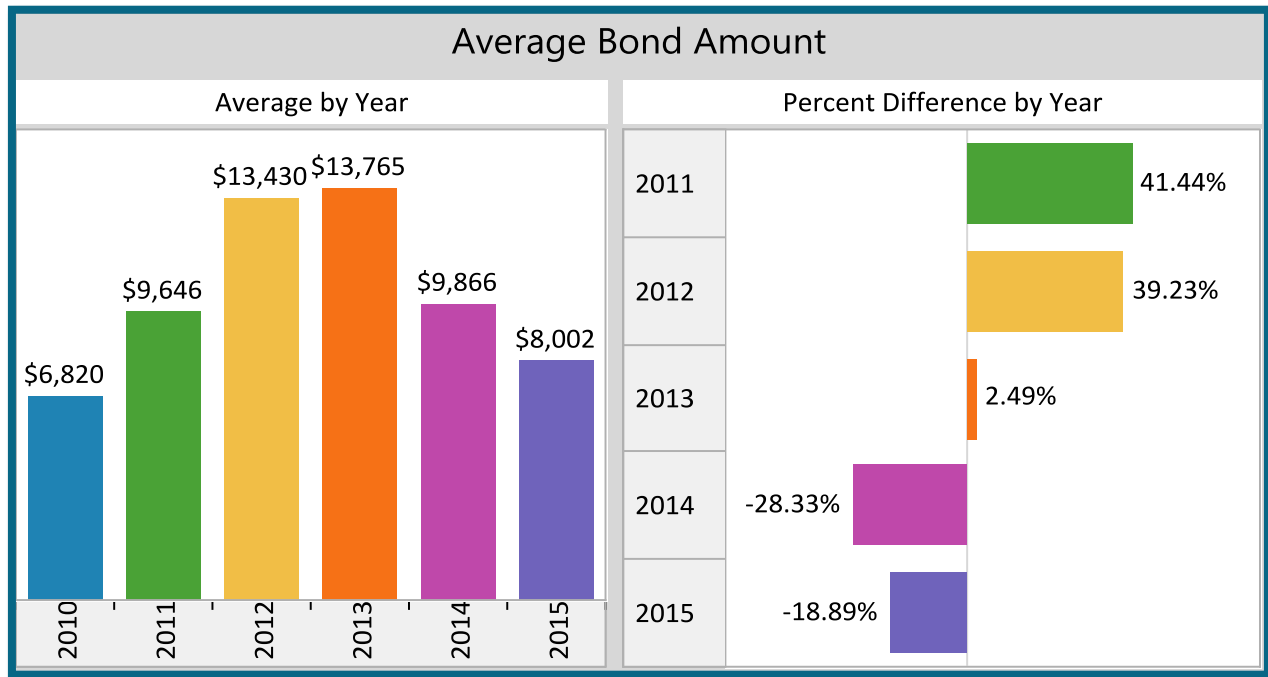
Looking solely at 2014, the month of January had the largest average bond amount with $12,720 per defendant. The month of October had the smallest average with $6,299 – a 40% drop from the month previous.

Average Bond Amount - 2014 Only

Average by Month - 2014

Month	Amount
Jan	$12,720
Feb	$11,824
Mar	$9,130
Apr	$9,215
May	$8,527
Jun	$11,077
Jul	$10,360
Aug	$8,786
Sep	$10,459
Oct	$6,299
Nov	$9,841
Dec	$10,630

Percent Difference by Month

Month	Percent
Feb	-7.04%
Mar	-22.78%
Apr	0.93%
May	-7.46%
Jun	29.90%
Jul	-6.47%
Aug	-15.20%
Sep	19.04%
Oct	-39.78%
Nov	56.25%
Dec	8.02%
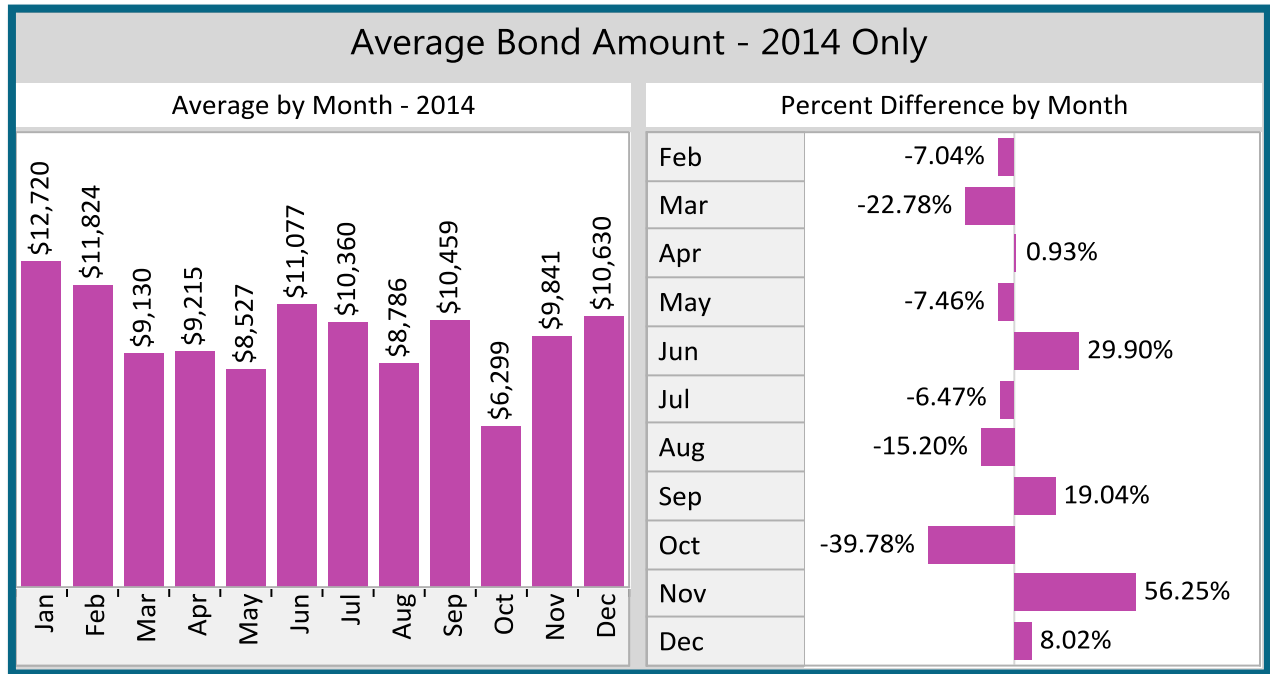
The Offense Category with the highest average bond amount was Sexual Offenses with an average in 2014 of $48,672. The lowest average was Traffic Offenses with an average in 2014 of $3,281.

Average Bond Amount by Offense Category

Offense Category	Amount
Sexual Offense	$48,672
Weapons	$28,225
Violent Offense	$17,535
Theft	$15,587
Drug or Alcohol	$10,903
Violation, Bail Jump, Escape	$7,671
Nonviolent	$7,614
DUI	$5,946
Traffic	$3,281
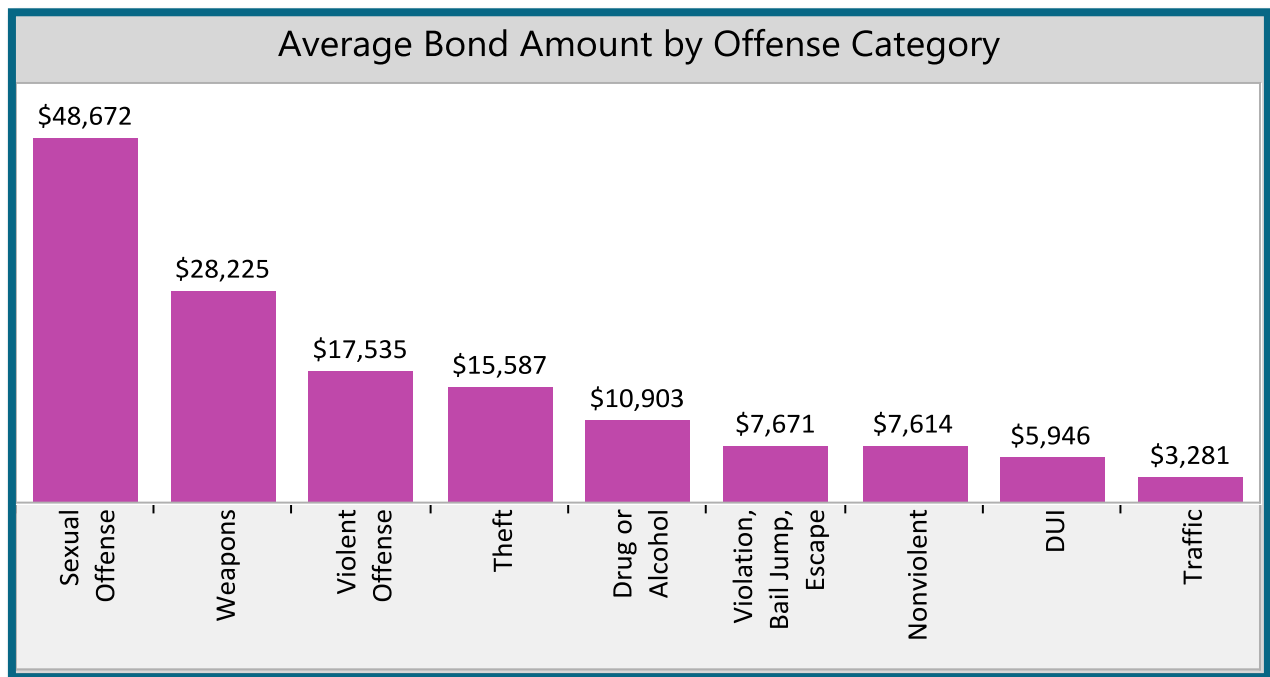
While the highest average bond amount by Release Type is those released on Furlough, it is important to note that only 3 defendants had this release type in 2014.

Average Bond Amount by Release Type

2014 Only		# of Defendants
Furlough	$25,000	3
Case Dismissed	$17,367	70
No Charges Filed	$16,276	173
Sentence Complete	$12,159	1,285
Home Detention	$9,000	180
Bail Satisfied Release	$8,213	1,378
Personal Recognizance	$6,752	607
Inmate Escaped		1

In 2014, the average bond amount for FA felonies was 195% larger than the average bond amount for misdemeanors. While there was a 92% difference between FA and FB felonies, there was only a 41% difference between FB and FC felonies.

Average Bond Amount by Crime Class - 2014

Crime Class	Amount
FA	$66,786
FB	$24,721
FC	$16,373
GM	$3,818
M	$741

F or M: F, M
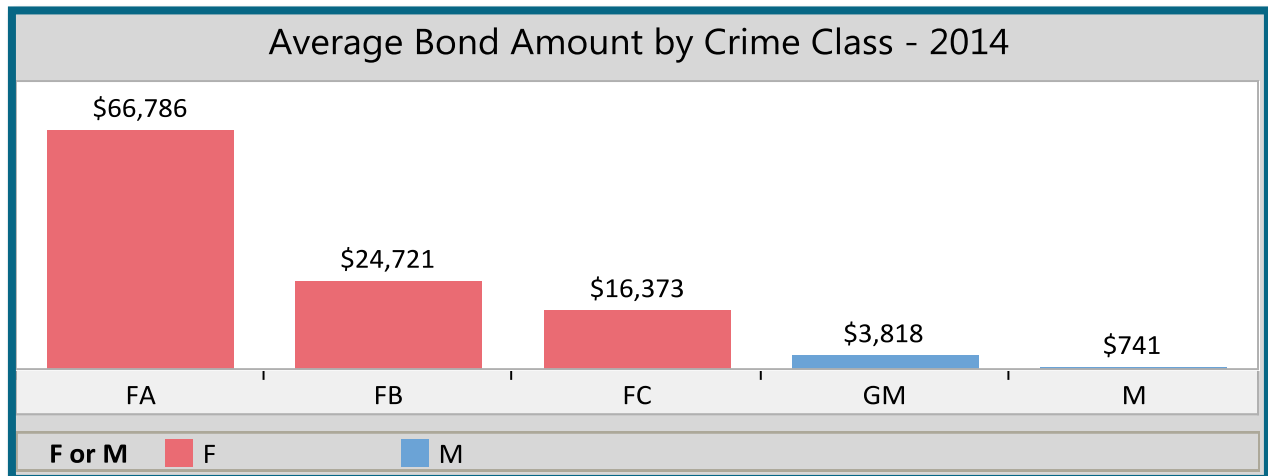
In 2014, the Average Daily Population for the data set described in Appendix – A; Data Sources – Spillman, was 236 individuals.

Daily Population by Offense Category

35
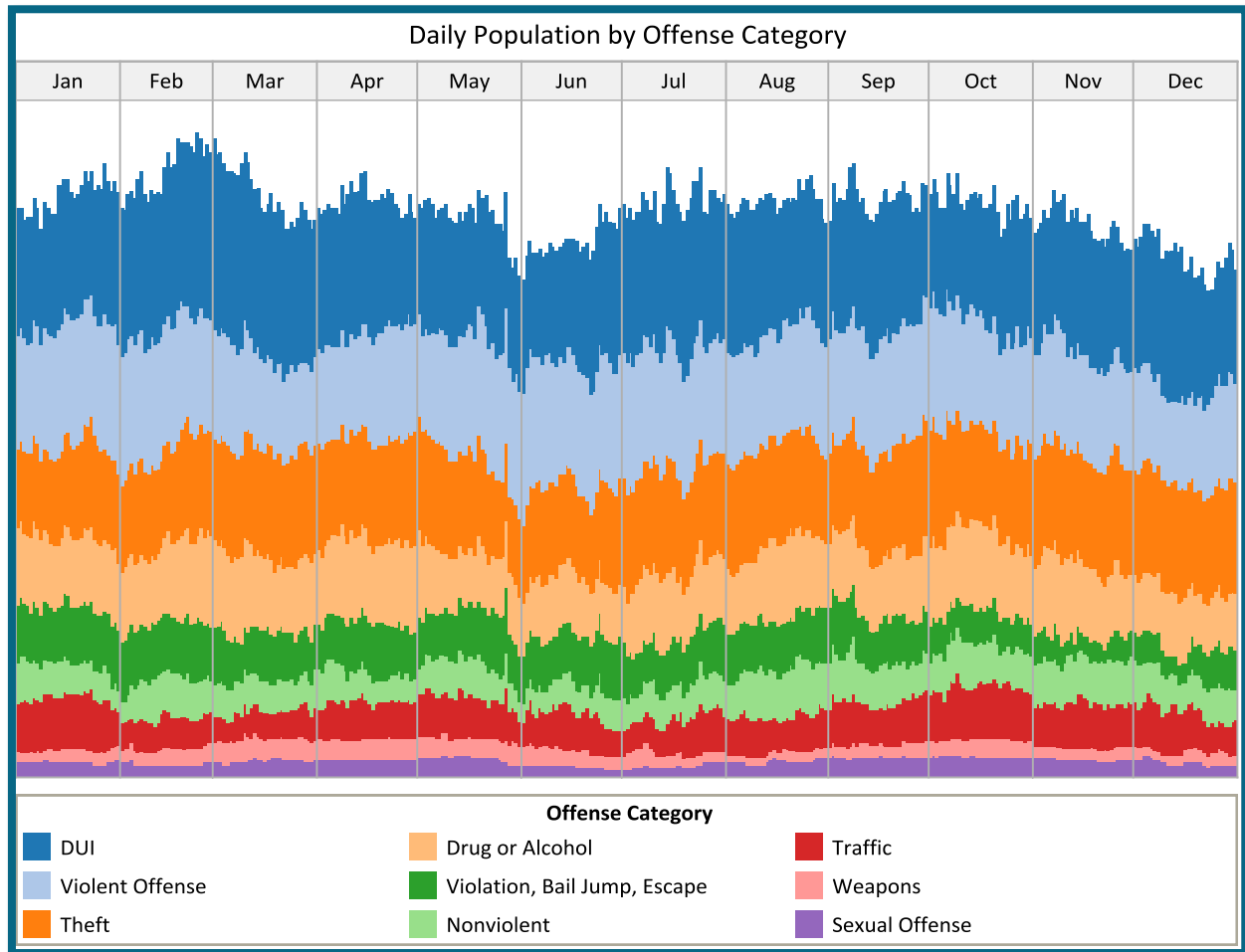
The following chart shows the average daily population by month in 2014.
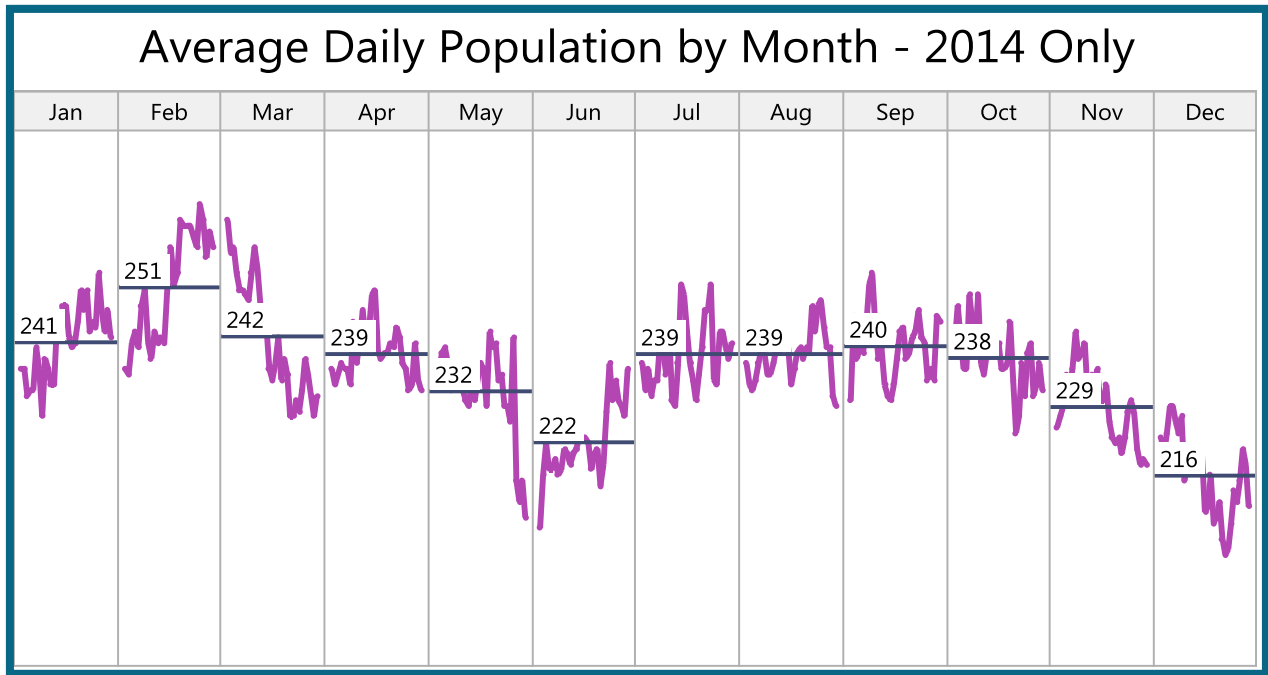
Average Daily Population by Month - 2014 Only

The following charts show the average daily population by month by Offense Category for 2014.

Average Jail Population by Offense Category 1
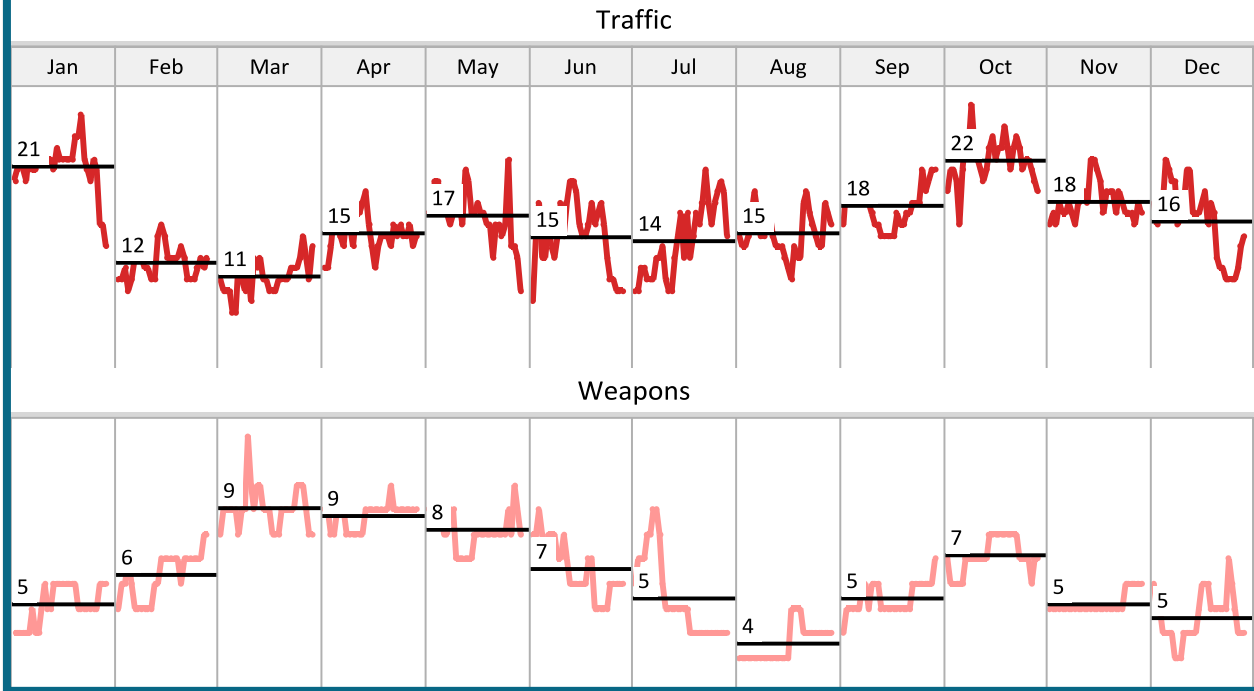
Average Jail Population by Offense Category 2

Traffic

Weapons

Average Jail Population by Offense Category 3

Violation, Bail Jump, Escape

Nonviolent
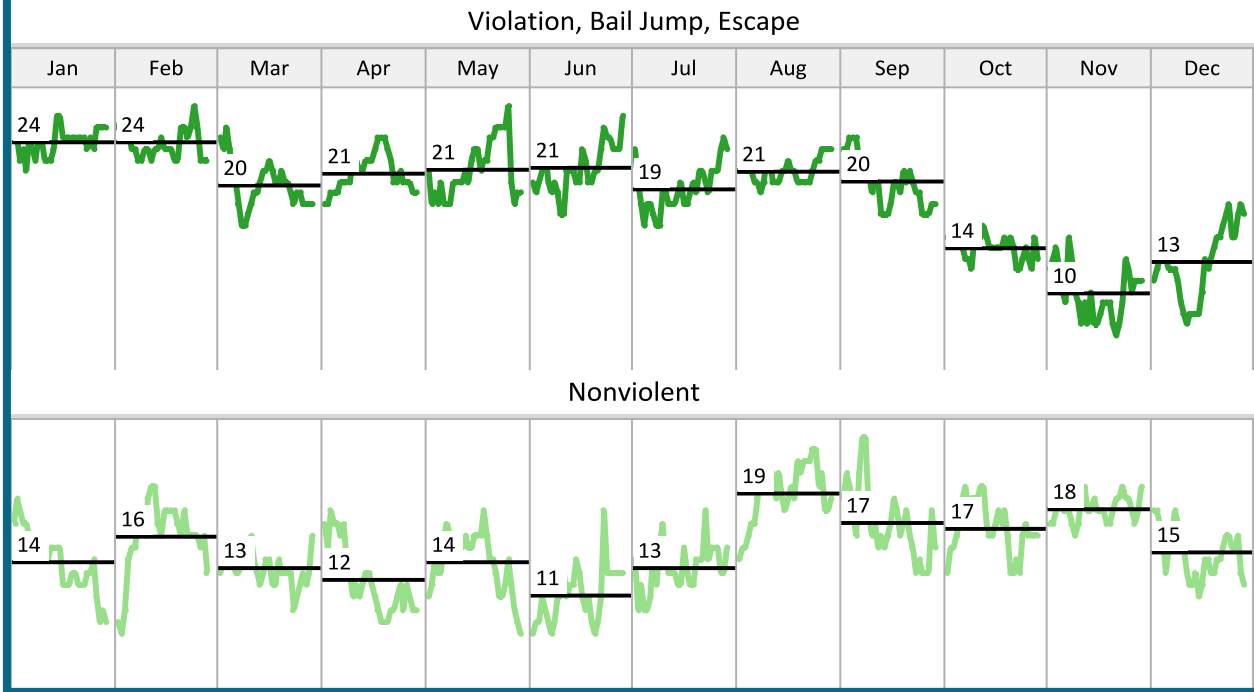
Average Jail Population by Offense Category 4

Theft
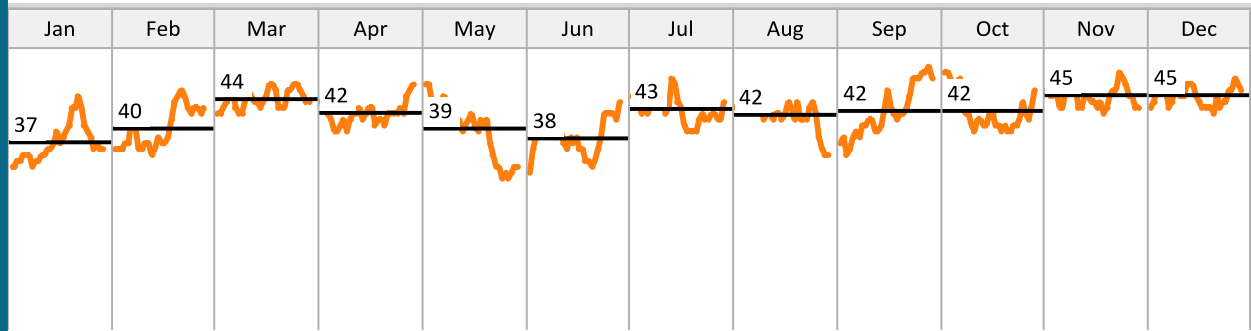
Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
37	40	44	42	39	38	43	42	42	42	45	45

Drug or Alcohol

Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
30	32	32	34	25	24	28	30	28	33	30	24

Average Jail Population by Offense Category 5

DUI

Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
54	66	66	56	51	51	61	55	54	49	53	55

Violent

Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
51	51	39	43	49	51	50	46	48	46	43	39
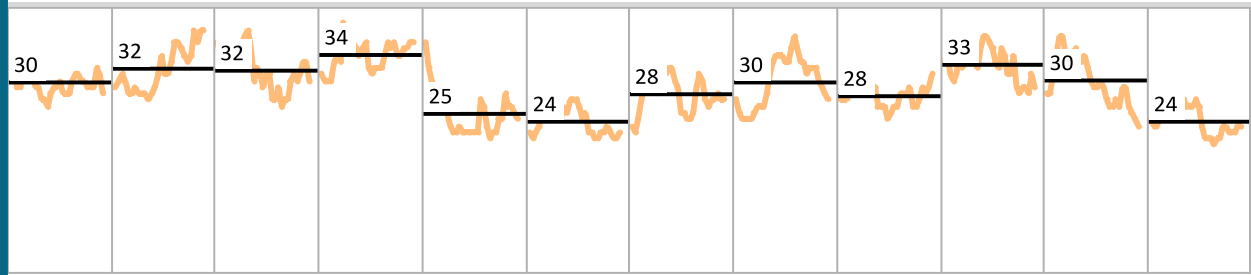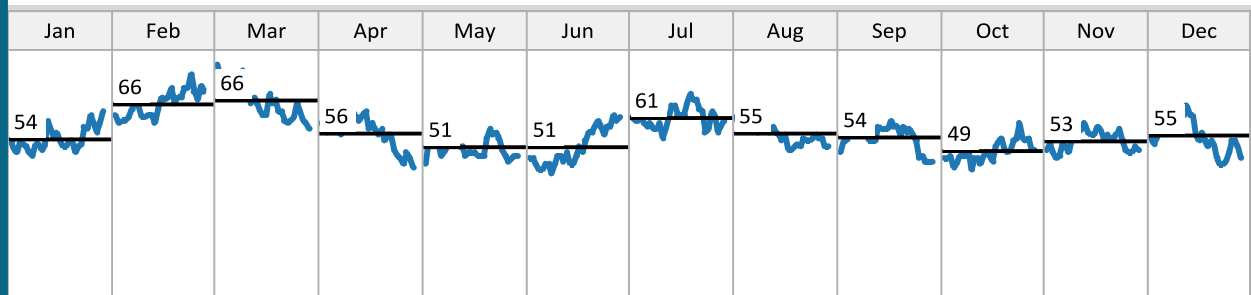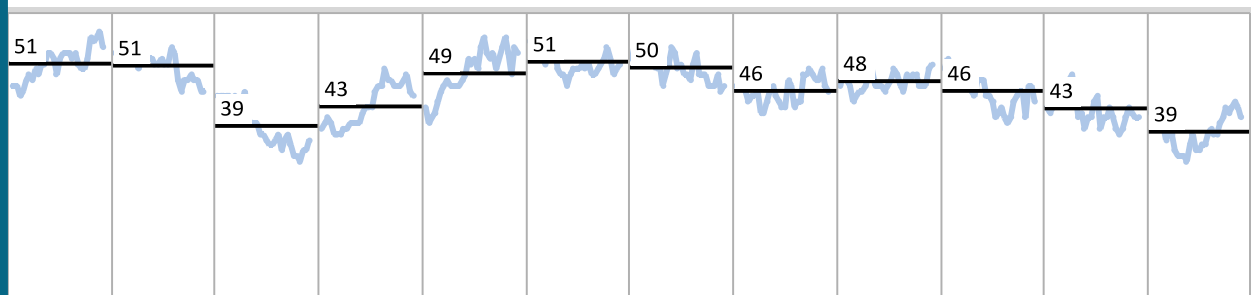
Daily population by eventual release type is demonstrated in the following chart.

Daily Population by Release Type

| Jan | Feb | Mar | Apr | May | Jun | Jul | Aug | Sep | Oct | Nov | Dec |

Release Reason

- Sentence Complete
- Bail Satisfied Release
- Case Dismissed
- No Charges Filed
- Home Detention
- Personal Recognizance
- Furlough
- Inmate Escaped

The following charts show the average daily population by month by Offense Category for 2014.

Average Daily Population by Release Type 1

Sentence Complete

Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
136	155	148	148	141	131	144	143	141	142	142	131

Home Detention

| 39 | 38 | 38 | 34 | 34 | 30 | 30 | 31 | 36 | 34 | 32 | 30 |

Average Daily Population by Release Type 2

Bail Satisfied Release

Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
30	25	23	27	20	28	33	32	35	35	31	24

Personal Recognizance

| 25 | 24 | 26 | 22 | 26 | 22 | 21 | 21 | 20 | 21 | 17 | 22 |

After a peak of almost 25 days in 2013, the average length of stay decreased 5.4% in 2014.
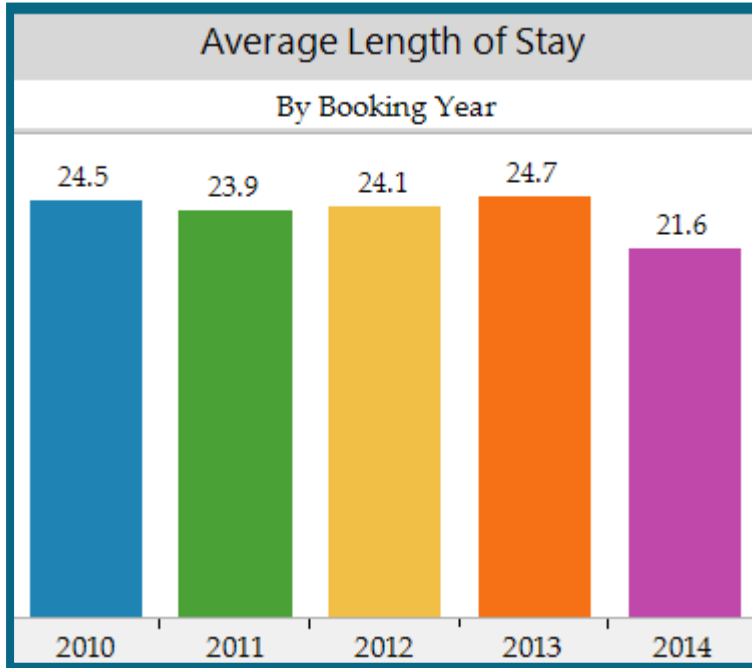
In 2014, defendants charged with a Sexual Offense had the longest average length of stay at 49.3 bednights; defendants charged with a Traffic statute had the shortest length of stay at 11.6 days. Note the variance in the number of defendants charged, which also affects the average.

Average Length of Stay by Offense Category		
2014 Only		# of Defendants
Sexual Offense	49.3	43
Weapons	36.4	55
Theft	34.6	449
Violent Offense	31.3	456
Drug or Alcohol	26.1	382
Violation, Bail Jump, Escape	20.2	280
DUI	15.8	1,217
Nonviolent	15.6	350
Traffic	11.6	465

The majority of defendants in 2014 had a release type of either Sentence Complete or Bail Satisfied Release. The average length of stay for those with a release type of Bail Satisfied Release was 6.4 days in 2014.

Average Length of Stay by Release Type		
2014 Only		# of Defendants
Home Detention	66.3	180
Furlough	43.0	3
Inmate Escaped	43.0	1
Sentence Complete	38.7	1,285
Case Dismissed	27.6	70
Personal Recognizance	10.9	607
Bail Satisfied Release	6.4	1,378
No Charges Filed	2.5	173
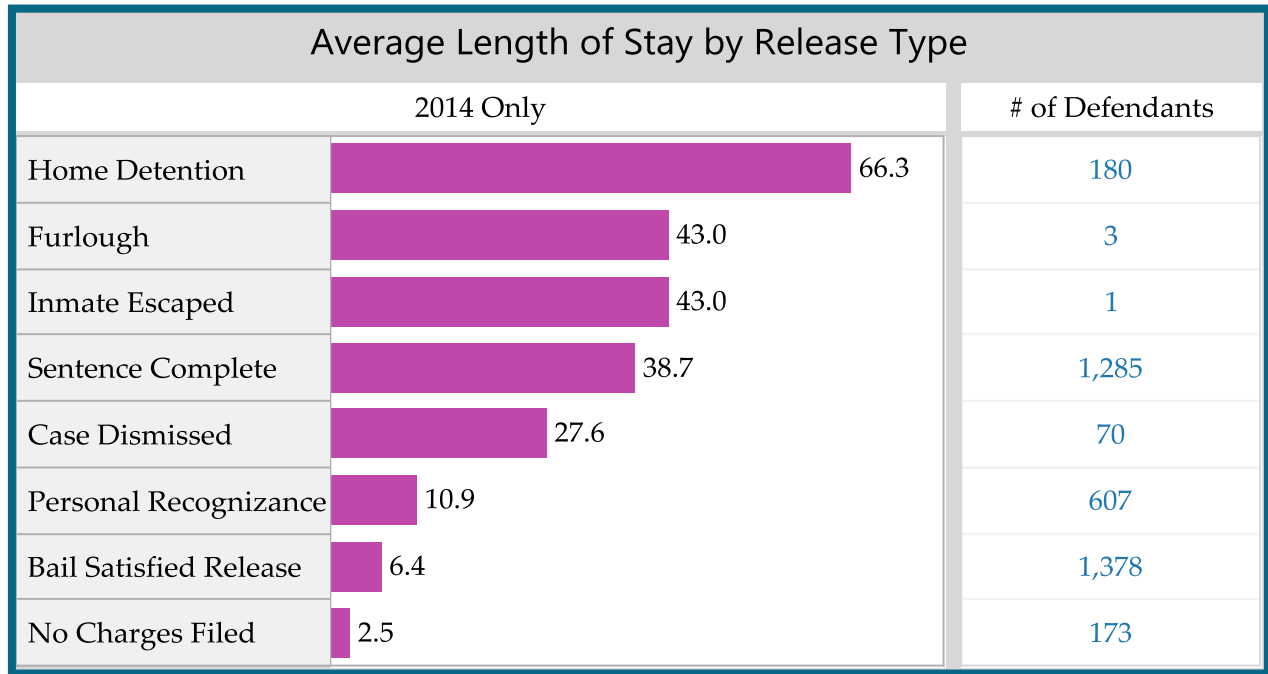
In 2014, the average length of stay for FA felonies was 175% larger than the average length of stay for misdemeanors. While there was a 43% difference between FA and FB felonies, there was only a 19% difference between FB and FC felonies.

Average Length of Stay by Crime Class

FA	FB	FC	GM	M
64.8	41.6	34.5	12.7	4.3

F or M: F   M
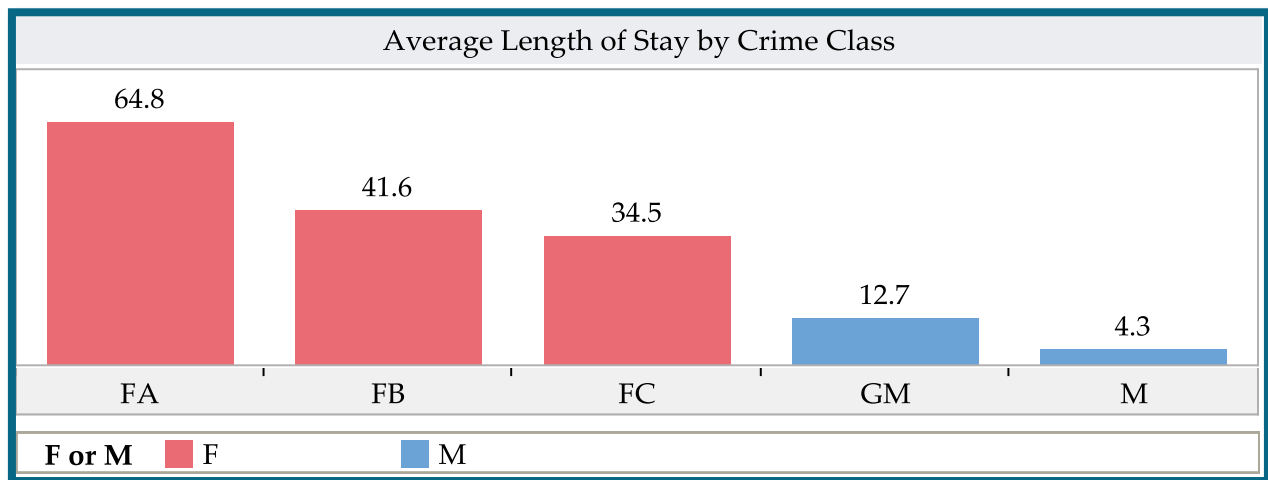
Superior Court Data
All Superior Court Data was taken from the Washington Courts Annual Caseload Reports for 2014 to align with 2014 data from the Department of Corrections.

PROCEEDINGS

In 2014, there were 17,046 Criminal Proceedings, of which 0.29% were Trial Proceedings with the remaining 99.71% Non-Trial Proceedings[5].   In 2014 there were 1,849 Criminal Cases filed resulting in an average of 9.22 proceedings per criminal case.

Superior Court Proceedings - 2014

Trial and Non-Trial Proceedings 2014

	Non-trial Proceedings	Trial Proceedings	Grand Total
Criminal	16,997	49	17,046
Civil	2,218	48	2,266
Domestic	2,610	78	2,688
Probate/Guardianship	345	1	346
Adoption/Parentage	1,650	209	1,859
Mental Illness/Achohol	1,910	0	1,910
Juvenile Dependency	4,686		4,686
Juvenile Offender	3,676	23	3,699

Criminal Only

0.29%

99.71%

- ■ Non-trial Proceedings
- ■ Trial Proceedings

CATEGORY OF MOST SERIOUS CHARGE

In 2014, the largest category of Non-Trial Criminal Proceedings was charges related to Controlled Substances – for Trial Proceedings it was Assault[6].

Criminal Proceeding Type by Category of Most Serious Charge

Controlled Substance	Theft/ Burglary	Assault	Other Felony	Sex Crimes	Robbery	Homicide	Motor Vehicle Theft
3,746	3,679	3,410	2,271	1,131	819	542	366
8	7	11	5	6	5	7	0

- ■ Non-Trial Proceedings
- ■ Trial Proceedings

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[5] Washington Courts, *Superior Court 2014 Annual Report – Annual Caseload Report*, Trial Proceedings and Non-Trial Proceedings, 2014

[6] Washington Courts, *Superior Court 2014 Annual Report – Annual Caseload Report*, Criminal Non-Trial Proceedings by Category of Most Serious Charge at Time of Proceeding and Criminal Trial Proceedings by Category of Most Serious Charge at Time of Proceeding, 2014

SENTENCE TYPE

In 2014, Assaults accounted for the most convictions that resulted in a Sentence to a State Institution[7].

Sentence Type for Criminal Cases Resulting in a Conviction

Controlled Substance	Theft/ Burglary	Assault	Other Felony	Sex Crimes	Robbery	Homicide	Motor Vehicle Theft
74 / 175	87 / 171	100 / 152	75 / 146	38 / 28	36 / 13	13 / 0	20 / 22

- Sentence to a State Institution
- Non-Institutional Sentences

TIME STANDARDS

In 2014, 79% of all Criminal Cases were adjudicated within 9 months.[8]

Superior Court Time Standards - 2014

Adjudicated within 4 Months	54.8%
Adjudicated within 6 Months	67.0%
Adjudicated within 9 Months	78.9%
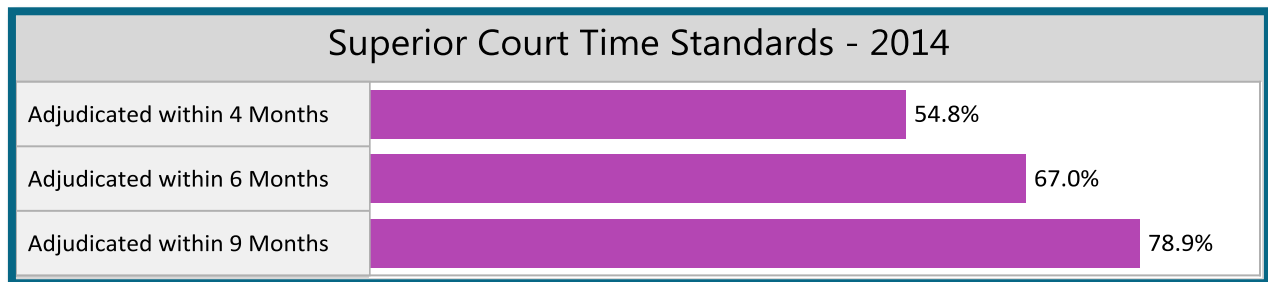
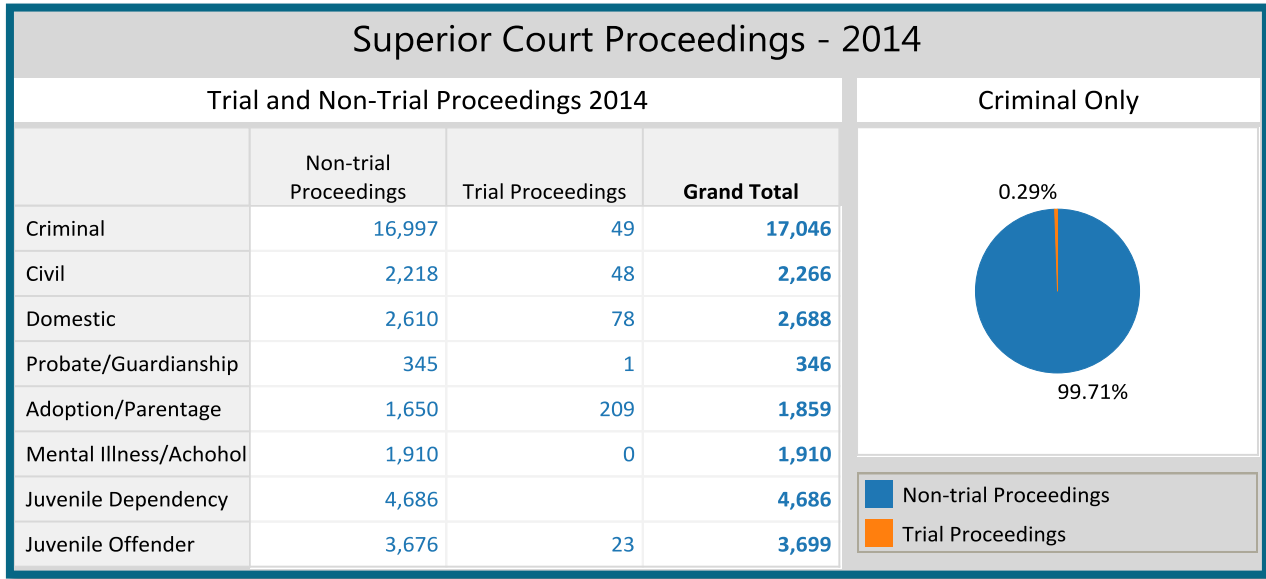## District Court Data

All District Court Data was taken from the Washington Courts Annual Caseload Reports for 2014 to align with data from the Department of Corrections. Yakima 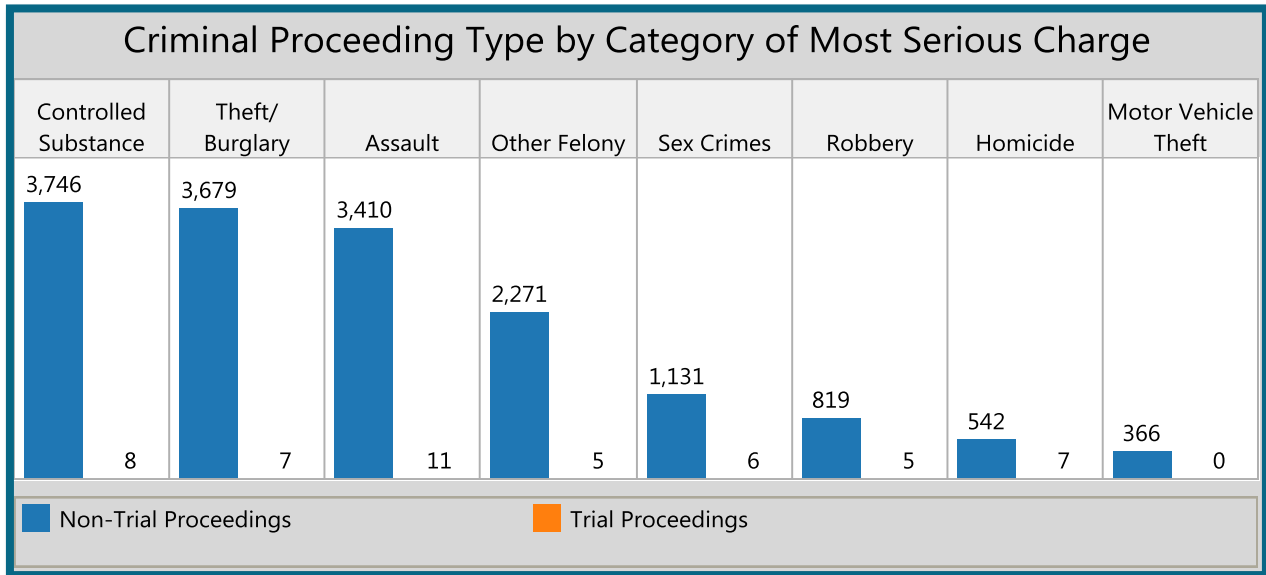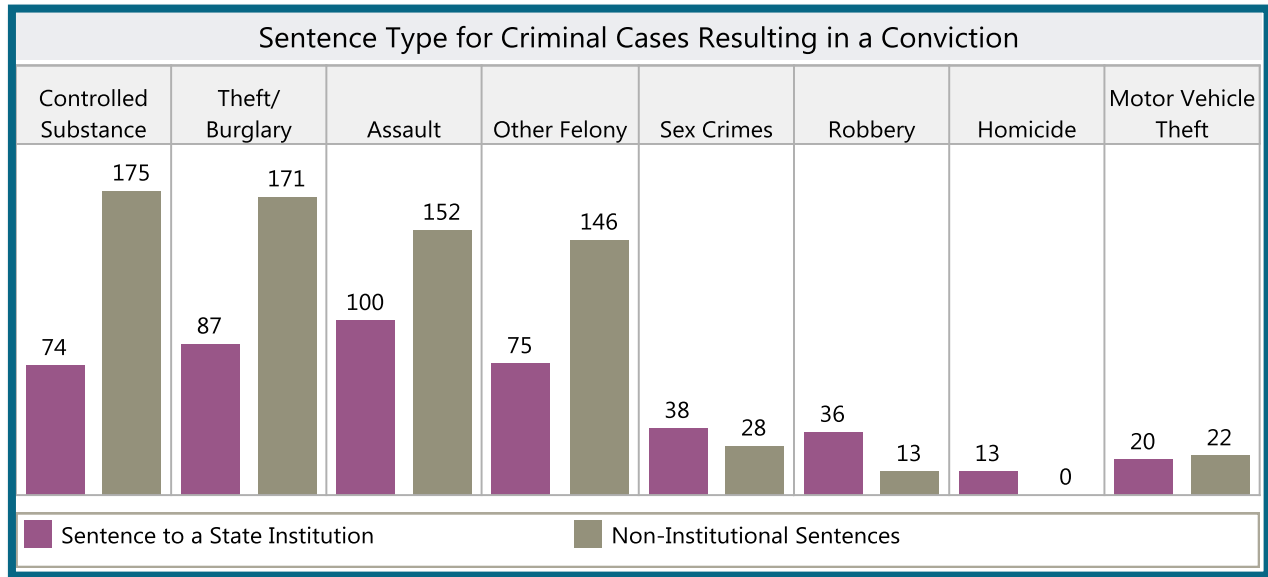County District Court data includes state cases filed in Grandview Municipal, Tieton Municipal, Union Gap Municipal, and a few from Yakima Municipal Court.

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[7] Washington Courts, *Superior Court 2014 Annual Report – Annual Caseload Report*, Criminal Cases with a Sentence to a State Institution by Most Serious Charge Resulting in a Conviction and Criminal Cases with Non-Institutional Sentences by Most Serious Charge Resulting in a Conviction, 2014
[8] Washington Courts, *Superior Court 2014 Annual Report – Annual Caseload Report*, Criminal Case Management Statistics, 2014

In 2014, there were 24,873 cases filed in Yakima County District Court; 75%, or 18,542, were Traffic Infractions.

Cases Filed

Traffic (I)	18,542
Nontraffic (I)	307
Other Traffic (M)	2,879
Nontraffic (M)	1,927
DUI (M)	1,218
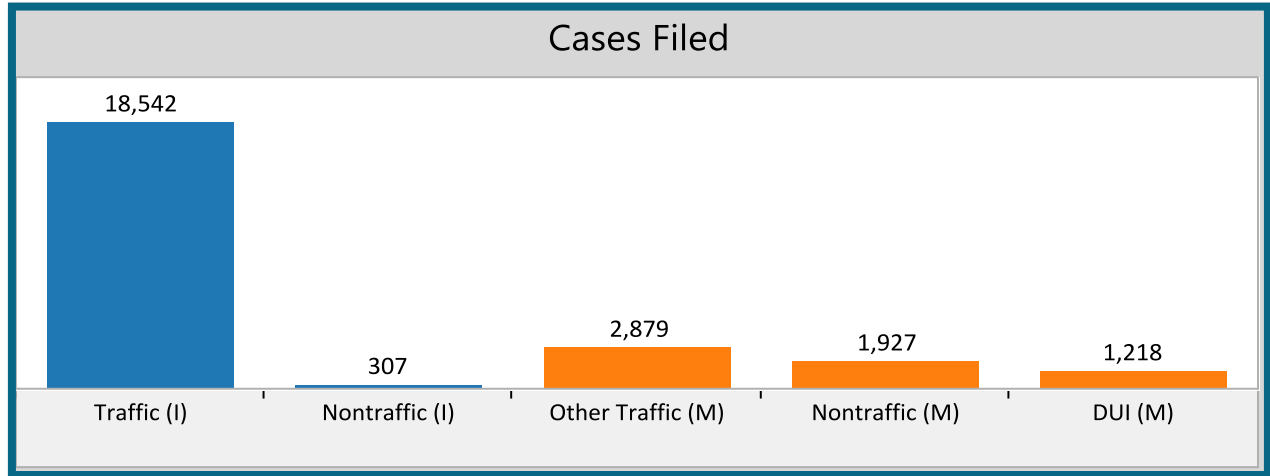
On average, there was a rate of 1.2 charges per filing for both Incidents and Misdemeanors.

Filings and Charges - 2014

Traffic (I)		Non-Traffic (I)		Other Traffic (M)		Non-Traffic (M)		DUI/Physical Control (M)	
Filings	Charges	Filings	Charges	Filings	Charges	Filings	Charges	Filings	Charges
18,542	22,936	307	344	2,879	3,534	1,927	2,381	1,218	1,214

Infractions   Misdemeanors
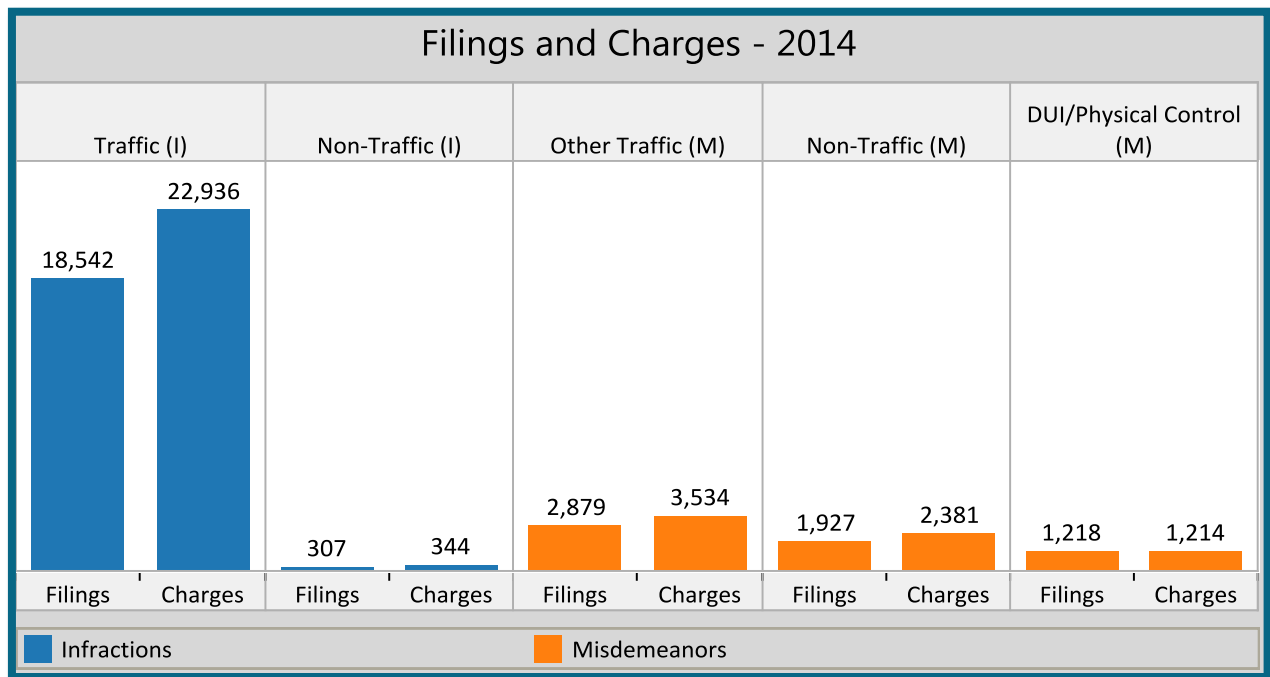
The majority of proceedings were identified as Other Hearing for Misdemeanors while Mitigations Hearings were the number one proceeding type for Incidents.

Number of Proceedings - 2014

Misdemeanor Proceedings

Other Hearing			Arraignment			Defer Pros.			Jury			Stip to Rec			Cases Appld			Nonjury		
10,626	6,933	5,962	1,080	1,406	576	111	455	70	18	31	2	3	17	2	3	0	2	1	0	1
DUI/Phys Ctrl (M)	Non-Traffic (M)	Other Traffic (M)	DUI/Phys Ctrl (M)	Non-Traffic (M)	Other Traffic (M)	DUI/Phys Ctrl (M)	Non-Traffic (M)	Other Traffic (M)	DUI/Phys Ctrl (M)	Non-Traffic (M)	Other Traffic (M)	DUI/Phys Ctrl (M)	Non-Traffic (M)	Other Traffic (M)	DUI/Phys Ctrl (M)	Non-Traffic (M)	Other Traffic (M)	DUI/Phys Ctrl (M)	Non-Traffic (M)	Other Traffic (M)

Infraction Proceedings

Mitigation Hearing	Traffic (I)	3,206
	Non-Traffic (I)	58
Other Hearing	Traffic (I)	2,073
	Non-Traffic (I)	15
Contested Hearing	Traffic (I)	1,079
	Non-Traffic (I)	33

Legal Analysis

A legal analysis of pretrial law was conducted in May 2015 by Tim Schnacke from the Center for Legal and Evidence-Based Practices. Within that analysis, the following recommendations on how to implement legal and evidence-based pretrial practices were included[9] in the Implementation Plan:

Issue	Recommendation
First Appearance Promptness	Yakima County should attempt to hold release or detention hearings every 24 hours, seven days a week, recognizing that the unnecessary detention of low and medium risk defendants leads to higher risk for failure to appear for court and to public safety both short and long-term. The same negative outcomes do not occur with high risk persons, however, and so risk assessment should be seen as crucial for determining which people must be released quickly and which can wait for slightly longer periods of time. This need for quick hearings may lead Yakima County to consider delegated release authority, discussed above, albeit done carefully so as to follow the law and the pretrial research.
First Appearance – Defense Counsel Present	Indeed, Washington law appears to favor early representation, and so defense counsel in Yakima County should endeavor to be present and should be allowed the time to review information necessary to present effective advocacy for all criminal defendants.
First Advisement – Prosecutor Function	The best bail hearings are based on input from the pretrial risk assessment, the pretrial services program staff, the defense attorney, and the prosecutor, and taking just a small amount of time to make sure this hearing is done right can save an enormous amount of time and significant harm later. Thus, to the extent that experienced Yakima County prosecutors do not already screen and have input on cases prior to bail-settings, they should do so.

For more information about the complete list of recommendations, see the final report *Legal Analysis of Pretrial Law for Yakima County, Washington*, 2015. These three recommendations were selected based on ability to integrate with recommendations resulting from internal data collection as well as the following system mapping and gap analysis. Other factors included the breadth of work that could successfully be completed within the implementation year and the needed components for implementation of the Public Safety Assessment (PSA) from the Arnold Foundation.   These three recommendations were vital to ensure a solid foundation during the initial phase of implementation.

Included in the analysis: "There are a few significant caveats to this analysis. First, a proper legal analysis would likely take much longer than the time allotted to this project. As many attorneys already know, a single subject covered by any particular legal foundation, such as excessive bail, might require months to research and volumes to report. Accordingly, this analysis is, by necessity, quite broad…Second, despite my experience with other states' laws, I do not presume to know Washington law better than anyone living and working in Washington. The value of the instant legal analysis is not necessarily as a summary of Washington law or legal principles; instead, its value lies in an overall comparison of the major elements of Washington law with other state laws (including those considered to be "model laws"), the fundamental legal principles of national application, the national best practice pretrial standards, and other fundamental concepts (such as the history of bail), to make realistic recommendations based on a global perspective of pretrial justice. Third, much of what is happening today in pretrial justice is happening for the first time, and yet we are experiencing rapid change. Some of that change is coming from jurisdictions deciding to improve on their own, but some of it is being forced upon them. Accordingly, this legal analysis should also serve as a document that can assist the State of Washington in the event that it is forced into rapid change. Fourth and finally, this legal analysis bases certain recommendations on information found primarily in two documents published by the National Institute of Corrections in 2014".

Mr. Schnacke also pointed out in his legal analysis that "Until 2010, Washington was in the category of states having what legal scholars call "broad right to bail" provisions in their constitutions. When adopted in 1889, this provision read, "All

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[9] [Note – both are authored by Tim Schnacke.]

persons charged with crime shall be bailable by sufficient sureties, except for capital offenses when the proof is evident, or the presumption great." Moving forward it is the hope that successful outcome data in Yakima County will inform other County's and the State of Washington the value of using risk-based decisions as opposed to charge-based decisions to inform detain-release. Ongoing communication with the Supreme Court and the Washington State Legislature regarding the parameters of money bond and its role in pretrial detention is a vital component of the Communication Strategy contained within this plan.

System Mapping and Gap Analysis

System Mapping was conducted in June 2015 by Robin E. Wosje of the Justice Management Institute. It was based on interviews with all departments of the Yakima County Law and Justice System as well as an analysis of 5 years of data. The following table lists out the Key Elements of Pretrial Services and the Gap which was identified during the analysis.   This table only included the recommendations included in this Implementation Plan. For more information about the complete list of recommendations, see the final report *Yakima County System Mapping and Gap Analysis*, 2015.

Much like the recommendations from the Legal Analysis, recommendations were selected based on ability to integrate with recommendations resulting from other sources as well as staff capacity in year one the needed components for implementation of the PSA, and needs of the Yakima County Pretrial Policy Team[12].

Key Element	Gap Identified in May 2015	Future State	Recommendations
The screening of every booked defendant for risk of flight and pretrial recidivism using a BJA-approved risk assessment tool.	Yakima County is not using a risk assessment tool.	Administer the risk assessment tool of every booked defendant in Superior and District court for risk of flight and pretrial recidivism.	Select a risk assessment tool (PSA-Court)
			Determine who will administer the tool & when
			Develop of matrix based on the assessment scores and criminal charges filed
			Build a data tracking system
	Concurrently, Yakima County is pursuing the use of a pretrial risk assessment tool and a domestic violence risk assessment tool.	The domestic violence risk assessment tool implementation occurs in conjunction with the pretrial risk assessment tool to ensure that the efforts and outcomes are coordinated.	Develop data collection systems and performance measures
			Consider benchmarks at which to review and analyze the data
The presence of defense counsel, prepared to provide effective representation, at the earliest hearing that could result in pretrial detention.	Defense counsel is not present at the preliminary hearing.	Defense counsel is present at the preliminary hearing where bond is set.	Review and revise the bond setting process to ensure that both attorneys are present at all first appearance hearings and arguments about bond are heard at that first hearing
	The preliminary hearing currently occurs on a 9 a.m. docket along with other hearings including arraignment, omnibus, and other pretrial hearings.	The preliminary hearing is held at a separate time to ensure efficient and effective processing of the cases where bond can be reviewed, argued, if necessary, and set on each case.	Hold the preliminary hearing at a separate time to ensure efficient and effective processing of the cases where bond can be reviewed, argued, and set on each case. Consider breaking up the 9 a.m. calendar further.
The use of court reminder protocols and risk-based supervision and/or diversion for released defendants.	Yakima County does not have a pretrial services department	Create a pretrial services program that uses risk-based supervision for released defendants.	Develop a pretrial services department
			Add supervision levels and tools within each supervision level to a decision making matrix.
			Determine a methodology for reporting the status of defendants
			Define actions about non-compliance of pretrial release
			Develop a court reminder system

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[12] Note – no recommendations were made for three of the 7 Key Elements.

			Build a data tracking system.
If convicted, the transfer of information about the defendant's pretrial supervision outcomes to the sentencing court, prosecutor, defense counsel, as well as any subsequent supervising authority.	Currently, information is not shared with the sentencing court.	Provide status reports of defendants' behavior, both positive and negative, to the sentencing court.	Create a process to provide information to the sentencing court of each defendant's behavior while he or she is on pretrial release.
No Key Element Identified	In 2014, 54.8% of Superior Court cases were settled within 180 days; 78.9% of cases were settled within 270 days.	Develop performance measures to continue to improve time standards. Set modest goals of improving time standards by 5-10% per year. Meet the aspirational case time standard guidelines for Superior Court.	Superior Court: Consider moving to an individual calendar model prior to the first omnibus hearing.
	Multiple computer and records systems are used across the criminal justice system. Systems are unable to communicate with each other and share information across platforms. Data definitions also vary across the system.	Create a system where data is shared across systems; common data identifiers and definitions are used across systems; core data sets are tracked to determine the current system trends and issues.	Continue the work of the data committee.
			Prioritize needs that may assist stakeholders from one system to the next
			Develop data definitions to improve commonality between systems.

Implementation Goals

This Implementation Plan includes 4 goals:

- By the end of the fourth quarter of 2015, all system partners will employ legal and evidence-based practices to start a pretrial services program that will have the capacity to match the risk levels identified for each defendant with meaningful supervision options
- By the end of the first quarter of 2016, all defendants will be assessed for risk by the PSA tool with a review completed by a judicial officer within 48 hours of booking.
- By end of second quarter of 2016, complete an information automation process that will provide the capacity for data-guided decision-making to continually improve the pretrial system.
- By the end of third quarter of 2016, the Yakima County Pretrial Policy Team will leverage local data collected to address any outstanding issues and ensure that the newly designed pretrial justice system is in line with legal and evidence-based practices.

Goal Development

Each of these goals were developed to accomplish the vision of Yakima County operating a pretrial system that is safe, fair, and effective and which maximizes public safety, court appearance, and appropriate use of release, supervision and detention. Objectives were based on recommendations from the Hutton Report, guidance by the Yakima County Law and Justice Committee, results of the Gap Analysis conducted by Justice Management Institute, and the Legal Analysis conducted by the Center for Legal and Evidence-Based Practices. Particular attention was spent ensuring that all of the key measures of pretrial were addressed.

Develop the Pretrial Model

This goal lays the groundwork to address the YCPPT's vision of a pretrial system that is safe, fair, and effective and which maximizes public safety, court appearance, and appropriate use of release, supervision and detention. The objectives and activities address the following key elements of pretrial:

- 'The screening of every booked defendant for risk of flight and pretrial recidivism using a BJA-approved risk assessment tool'
- 'The release or detention of defendants is informed by the outcome of the risk assessment and adversarial hearing'
- 'The use of court reminder protocols and risk-based supervision and/or diversion for released defendants.'

The objectives in this goal are tied to goals of the original Pretrial Policy Team as tasked by the Yakima County Law and Justice Committee – specifically:

- 'Pretrial defendants are placed in the least restrictive alternative while pending trial'
- 'A strong supervision model is provided by the court-operated Yakima County Probation Department'.

Additional objectives have been included based on the Site Mapping and Gap Analysis conducted by the Justice Management Institute (JMI) – specifically to address the fact that Yakima County was not currently using a risk assessment tool and the recommended future state of 'Administer the risk assessment tool of every booked defendant in Superior and District court for risk of flight and pretrial recidivism'. Additional gaps attached to this goal included the identification by JMI that there was not a current pretrial services department and the recommended future state of 'Create a pretrial services program that uses risk-based supervision for released defendants'.

Specific recommendations from the gap analysis included in this goal are:

- Select a risk assessment tool (PSA-Court)

- Determine who will administer the tool & when
- Develop of matrix based on the assessment scores and criminal charges filed [Decision Making Framework]
- Develop a pretrial services department
- Add supervision levels and tools within each supervision level to a decision making matrix [framework]
- Develop a court reminder system

Administer the PSA Tool

This goal addresses the implementation of the Risk Assessment Tool – specifically PSA-Court which is the cornerstone of the pretrial system transformation in Yakima County. The objectives and activities address the following key elements of pretrial:

- 'The early review of charges by a seasoned prosecutor'
- 'The presence of defense counsel, prepared to provide effective representation, at the earliest hearing that could result in pretrial detention'
- 'The screening of every booked defendant for risk of flight and pretrial recidivism using a BJA-approved risk assessment tool'
- 'If convicted, the transfer of information about the defendant's pretrial supervision outcomes to the sentencing court, prosecutor, defense counsel, as well as any subsequent supervising authority'

The objectives in this goal are tied to goals of the original Pretrial Policy Team as tasked by the Yakima County Law and Justice Committee – specifically:

- 'An increased emphasis on early and a comprehensive review of charges by the prosecutor's office'
- Every defendant with a misdemeanor, gross misdemeanor, or Class B or C felony is screened and assessed.

Additional objectives have been included based on the Site Mapping and Gap Analysis conducted by the Justice Management Institute (JMI) – specifically to address the fact that Defense counsel is not present at the preliminary hearing. The recommended future states included 'Defense counsel is present at the preliminary hearing where bond is set'. Additional gaps attached to this goal included the identification by JMI that the preliminary hearing currently occurs on a 9 a.m. docket along with other hearings including arraignment, omnibus, and other pretrial hearings and the recommended future state of 'The preliminary hearing is held at a separate time to ensure efficient and effective processing of the cases where bond can be reviewed, argued, if necessary, and set on each case'. Lastly the gap analysis identified that currently, information is not shared with the sentencing court and the recommended future state suggested was that 'status reports of defendants' behavior, both positive and negative, [would be provided] to the sentencing court'.

Specific recommendations from the gap analysis included in this goal are:

- Review and revise the bond setting process to ensure that both attorneys are present at all first appearance hearings and arguments about bond are heard at that first hearing
- Hold the preliminary hearing at a separate time to ensure efficient and effective processing of the cases where bond can be reviewed, argued, and set on each case. Consider breaking up the 9 a.m. calendar further.
- Superior Court: Consider moving to an individual calendar model prior to the first omnibus hearing.
- Create a process to provide information to the sentencing court of each defendant's behavior while he or she is on pretrial release.
- Determine a methodology for reporting the status of defendants
- Define actions about non-compliance of pretrial release

Additional objectives were the result of a legal analysis of conducted by the Center for Legal and Evidence-Based Practices (CLEBP). Specifically the recommendation was that 'Yakima County should attempt to hold release or detention hearings every 24 hours, seven days a week, recognizing that the unnecessary detention of low and medium risk defendants leads to higher risk for failure to appear for court and to public safety both short and long-term. The same negative outcomes do not occur with high risk persons, however, and so risk assessment should be seen as crucial for determining which people must be released quickly and which can wait for slightly longer periods of time. This need for quick hearings may lead Yakima County to consider delegated release authority, discussed above, albeit done carefully so as to follow the law and the pretrial research.' CLEBP also recommended that 'defense counsel in Yakima County should endeavor to be present and should be allowed the time to review information necessary to present effective advocacy for all criminal defendants' and 'to the extent that experienced Yakima County prosecutors do not already screen and have input on cases prior to bail-settings, they should do so'.

Protocols will be developed by the pretrial supervision subcommittee and approved by the pretrial policy committee that address compliance and non-compliance of pretrial release condition by the defendant. The protocols will be based on risk and delineate what category of violations should be addressed administratively by the pretrial officer or be docketed for Court hearing.

Increase Data Capacity and Reporting

This goal addresses the monthly reporting that will be vital to determining the success of the pretrial system changes being implemented and to determine the degree that the changes are resulting in a pretrial system that is safe, fair, and effective. The objectives and activities address the following key elements of pretrial:

- 'The screening of every booked defendant for risk of flight and pretrial recidivism using a BJA-approved risk assessment tool'
- 'If convicted, the transfer of information about the defendant's pretrial supervision outcomes to the sentencing court, prosecutor, and defense counsel.

The objectives in this goal are tied to goals of the original Pretrial Policy Team as tasked by the Yakima County Law and Justice Committee – specifically:

- 'Pretrial defendants are placed in the least restrictive alternative while pending trial'
- Every defendant with a misdemeanor, gross misdemeanor, or Class B or C felony is screened and assessed[13].

Additional objectives have been included based on the Site Mapping and Gap Analysis conducted by the Justice Management Institute (JMI) – specifically to address the fact that Yakima County used multiple computer and records systems are used across the criminal justice system. Systems are unable to communicate with each other and share information across platforms. Data definitions also vary across the system. The recommended future states included 'Create a system where data is shared across systems; common data identifiers and definitions are used across systems; core data sets are tracked to determine the current system trends and issues'. Additional gaps attached to this goal included the identification by JMI that in 2014, 54.8% of Superior Court cases were settled within 180 days; 78.9% of cases were settled within 270 days. The recommended future state included 'Develop performance measures to continue to improve time standards. Set modest goals of improving time standards by 5-10% per year. Meet the aspirational case time standard guidelines for Superior Court'.

Specific recommendations from the gap analysis included in this goal are:

- Build a data tracking system
- Develop data collection systems and performance measures

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[13] Note – this language is from the original recommendation of the Hutton Report – moving forward all defendants will have the PSA Administered.

- Consider benchmarks at which to review and analyze the data
- Continue the work of the data committee.
- Prioritize needs that may assist stakeholders from one system to the next
- Develop data definitions to improve commonality between systems.

Data-guided decision-making

This goal addresses issues that were not addressed during the available planning time due to policy team meetings being focused on grant specific deliverables. The YCPPT would like to consider the barriers and possible strategies to achieve a 24 hour screening schedule as well as additional issues related to local issue outside of the scope of the grant. Finally, the development of a work plan for the year three will be vital to ensure discussions and decisions are on track and the development of a sustainability plan will ensure longevity for the system change work that has occurred to date.

Logic Model

The following table outlines the three Implementation goals along with objectives for each goal, activities for each objective and an estimated timeline for each activity.

Goals	Objective	Point Person	Activity	Date	Deliverable	Performance Measure[14]
By end of fourth quarter of 2015, all system partners will employ legal and evidence-based practices to start a pretrial services program that will have the capacity to match the risk levels identified for each defendant with meaningful supervision options	Develop application to complete PSA-Court	Harold Delia	Review the violence definition list provided by LJAF.	Sep-15	• YCPPT aware of violence definition • A working PSA Policy Work Group • A working PSA Implementation Work Group • A clear understanding by the YCPPT of the factor definitions • Completed Policies and Procedures for locating, identifying, and recording PSA Information • All stakeholders are trained on the PSA	• % of YCPPT supporting implementation of the PSA • % of YCPPT and additional stakeholders who have attended trainings
			Finalize purpose, tasks, and schedule of the PSA Policy Working Group and the PSA Implementation Working Group	Oct-15		
			Develop policies & procedures for locating, identifying & recording PSA information	Oct-15		
			Review Factor Definitions	Oct-15		
			Develop, Schedule & Conduct Stakeholder and User Trainings	Nov-15		
	Complete the Decision Making Framework consistent with Evidence-Based Research	Judge Bartheld	Review relevant evidence-based research which should be used to develop the Decision-Making Framework (DMF)	Nov-15	• Documented decisions identifying detain and release procedures	• % of YCPPT supporting the decision making framework • % of non-policy-team judges and practicing attorneys supporting the decision making framework
			Identify who will be detained and released	Dec-15		
			Determine if measures should be added to the scorecard to ensure the DMF is being effective	Dec-15		
			Develop policies and procedures to ensure releasable defendants will be immediately released and detainable defendants will be detained	Dec-15		
	Develop protocols and risk-based supervision for released defendants in the context of the Decision-Making Framework	Therese Murphy	Identify case management system approved by Arnold Foundation	Oct-15	• A functioning system to remind defendants of their upcoming court dates • Completed Supervision Strategies and Procedures • Completed Case Management Policies and Procedures	• % Defendants informed of their next court date • % of YCPPT supporting protocols and supervision strategies
			Develop Supervision Strategies and Procedures	Dec-15		
			Develop a court reminder system for all pretrial defendants	Nov-15		
			Develop policies & procedures for case management and case review	Dec-15		
By end of first quarter of 2016, all defendants will be assessed for risk by the PSA tool with a review completed by a judicial officer within 48 hours of booking.	Develop a new docket for first appearance	Robyn Berndt	Research judicial portability	Jan-16	• Documented and established parameters of judicial portability • Summary of resources needed for courtroom staffing and needs identified by the system partners • New docket for First Appearance is scheduled	• # of First Appearance hearings heard on new docket • Length of time between arrest and First Appearance
			Identify courtroom and staffing needs and identify resources to fill those needs	Feb-16		
			Finalize separation of first appearance docket	Mar-16		
	Seasoned prosecutor is present at First Appearance	Joe Brusic	Assign prosecutor to First Appearance Docket	Jan-16	• Seasoned prosecutor trained on pretrial system changes is assigned to first appearance • 3 Years of sustainability for staff has been identified	• # of defendants who have a prosecutor present at First Appearance • # of First Appearance Hearings with both Attorney's present
			Train staff of the principles of pretrial	Feb-16		
			Identify sustainability strategies	Mar-16		
		Dan Fessler[16]	Assign defender to First Appearance Docket	Jan-16	• Seasoned defender trained on pretrial system changes is assigned to first appearance	
			Train staff of the principles of pretrial	Feb-16		

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[14] See Appendix B – Data Measures to see additional views that will pulled for each measure

[16] To include Mr. Fessler's successor once he retires in November 2015

Goals	Objective	Point Person	Activity	Date	Deliverable	Performance Measure[14]
	Defense counsel is present at First Appearance		Identify sustainability strategies	Mar-16	• 3 Years of sustainability for staff has been identified	• # of defendants who have a defense attorney present at First Appearance • # of First Appearance Hearings with both Attorney's present
	Finalize Written Policies and Procedures	Jennifer Wilcox	Develop process to provide status reports of defendants' behavior to the sentencing court.	Dec-15	• Completed policies and procedures to administer the PSA and inform the court and attorneys a defendant behavior while released • Completed Protocols for addressing compliance and non-compliance with release conditions	• % of YCPPT supporting protocols and policies
			Develop protocols for compliance & non-compliance with pretrial release conditions	Dec-15		
			Develop assessment and recommendation procedures	Feb-16		
			Develop process & procedure for presenting PSA information to court & attorneys	Feb-16		
	Train staff and implement PSA	Jennifer Wilcox	Test the PSA tool		• A validated Risk Assessment tool • Staff are trained on administering the PSA tool • Process has been identified for troubleshooting implementation of the tool and tracking issues	• % of defendants who have had the PSA administered • % of staff who have attended training on PSA tool • Length of time to address tool implementation issues
			Ensure Pretrial supervisor has received 'train the trainer' training			
			Conduct local PSA implementation training	Jan-16		
			Rollout application and begin use of PSA	Jan-16		
			Address any validation issues with the PSA	Mar-16		
			Administer the tool in conjunction with the DMF	Apr-16		
By end of second quarter of 2016, complete an information automation process that will provide the capacity for data-guided decision-making to continually improve the pretrial system	Develop QA/QC Plan and Reporting Protocols	Lee Murdock	Develop quality assurance plan	Dec-15	• A completed quality assurance and quality control plan • Completed Reporting protocols • A completed monitoring schedule	• # of quality control issues identified • % of YCPPT supporting reporting protocols • # of quality assurance issues related to lack of understanding of common identifiers and definitions
			Develop reporting protocols and analysis	Dec-15		
			Monitor use of PSA-Court	Apr-16		
			Discuss and troubleshoot use of PSA-Court	Apr-16		
	Develop Pretrial Program Information System	Lee Murdock	Create a system where data is shared across systems	Apr-16	• A completed list of common data identifiers and definitions • Ability to track current system trends and issues	
			Develop common data identifiers and definitions	May-16		
			Core data sets are tracked to determine the current system trends & issues.	Jun-16		
	Conduct baseline analysis	Lee Murdock	Address Data Gaps identified in planning including Cost-Benefit Analysis data & retroactive analysis[18]	Apr-16	• Retroactive baseline analysis has been completed • Any additional measures have been identified • All data gaps have been filled	• All data Measures included in the Scorecard
			Work with policy team to identify additional measures	May-16		
			Complete a new baseline by retroactively running the PSA data elements on all bookings from 2014 & 2015 (or by pulling a smaller sample from this pool and looking up outcome data by hand)	Jun-16		
By the end of third quarter of 2016, the Yakima County Pretrial Policy Team will leverage local data collected to	Finalize Communication Strategy	Judge Bartheld	Provide effective means of communicating the pretrial release system changes to all members of the criminal justice system	Jan -16	• The development of a communication strategy will need to address both internal and external communications.	
			Implement a communication plan to effectively explain the need for a system wide change to pretrial release process to the community.	Jan-16		
			Provide consistent information in the event of a negative incident.	Feb-16		
			Establish a procedure to notify victims of pretrial release hearings	Feb-16		

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[18] See Data Collection Plan

Goals	Objective	Point Person	Activity	Date	Deliverable	Performance Measure[14]
address any outstanding issues and ensure that the newly designed pretrial justice system is in line with legal and evidence-based practices.			Educate Legislators on need for Constitutional changes for no-bail holds	Sep-16		
	Work toward a 24 hour screening schedule	Judge Bartheld	Identify barriers to screening defendants within 24 hours	Apr-16	• A plan for expediting screening of defendants and review by a judicial officer	• Length of time between arrest and PSA Screening • Length of time between arrest and First Appearance
			Identify strategies for addressing barriers	May-16		
			Implement strategies	June-16		
	Address aspects of the current Pretrial System not in alignment with the national model	Judge Bartheld	Discuss immigration issues including ICE holds.	Jul -16	• Completion of a Year Three work plan built to address identified issues	
			Discuss current bail legislation			
			Discuss strategies for eventual law enforcement cite and release	Jul -16		
			Discuss the function of the charge-based misdemeanor money schedule in the new risk based pretrial release and detention decision system and the need for PSA on defendant's returning for first appearance following release on bail or summons	Sep -16		
			Discuss interplay of money bail and any other non-financial conditions of bond placed on defendants	Sep-16		
	Finalize sustainability plan for pretrial system	Harold Delia	Analyze Cost Benefit Analysis	Jul-16	• Completion of a sustainability plan for inclusion in the Year Three work plan	
			Identify long-term costs	Aug-16		
			Identify strategies to ensure sustainability	Sep-16		

Scorecard

The following performance measures and outcomes, as well as subsequent pivots, will be tracked to measure progress and performance. Yakima County has significant experience using data to make policy decisions, so the scorecard is larger than expected to meet the needs of the Pretrial Policy Team. Performance measures will be reviewed on a monthly basis by the Pretrial Policy Team and Pretrial Outcomes will be reviewed on a quarterly basis. The Pretrial Policy Team will have the ability to view data within the context of the Decision-Making Framework. Prior to implementation, the Policy Team will confirm a concise set of scorecard measures based on the complete set below.

	Measure[19]	Pivot 1	Pivot 2	Pivot 3	Pivot 4
Performance Measures	# of Risk Assessments Administered	By Distribution of PSA Results (Shared/Not Shared with Court, Prosecutor, and Defense)	By Distribution of Supervision Records (Shared/Not Shared with Court, Prosecutor, and Defense)	By Booking Status (Booked, Cited)	By Reminder Status (Received/Did Not Received Court Reminder)
	Average Bond Amount	By Offense Category	By Release Type	By Risk Level	
	Average Daily Population	By Status (Pretrial, Probation Violation, Other Hold, Sentenced)	By Offense Category	By Release Type	By Risk Level and type of condition
	# of Defendants in Jail	By Status (Pretrial, Probation Violation, Other Hold, Sentenced)	By Offense Category	By Release Type	By Risk Level and type of condition
	Average length of stay in Jail	By Status (Pretrial, Probation Violation, Other Hold, Sentenced)	By Offense Category	By Release Type	By Risk Level and type of condition
	# of Jail Admissions (5 Years)	By Admission Reason (New Charge, Begin Sentence, Probation Violation)	By Screening (PSA Administered/Not Administered)	By Offense Category	By Risk Level and type of condition
	# of Supervised Defendants	By Number of Pretrial Officers	By Scheduled Appearance Rate (Appeared/Didn't Appear)	By New Offense (Charged/Not Charged with New Offense during Supervision)	By Pretrial Status (Revoked/Not Revoked for Technical Violations)
	"# of released defendants who were not arrested for a new criminal offense that occurred pending disposition of the current case	By Statute Type (Violent/Non-violent)	By Offense Category	By Release Type	By Risk Level and type of condition
	# of released defendants who made all court appearances pending disposition of the current case	By Length of Time from Case Filing	By Length of Time from Scheduled Hearing	By Offense Category	By Risk Level and type of condition
	# of Release Recommendations (Release, Release with conditions, Release not Recommended)	By Judicial Decision (Release, Release with conditions, Detained)	By Reason for Non-concurrence with recommendation	By Booking Status (Booked, Not Booked)	By Risk Level and type of condition
Pretrial Outcomes	Days between arrest and disposition	By Court	By Disposition Type	By Offense Category	By Release Type
	Days between booking and release	By Court	By Disposition Type	By Offense Category	By Release Type
	Days between case filing and disposition	By Court	By Disposition Type	By Offense Category	By Release Type
	# of arrestees	By Response Type (booked/Cited[20])	By Offense Category	By Release Type	By Release Condition
	# of Criminal Cases Filed	By Court	By Review Status (by Prosecutor)	By Representation Status (With/w-out)	
	# of court hearings	By Court	By Proceeding Type	By Offense Category	By defendant (average)
	# Days between arrests	By Offense Category	By Court Appearance	By Release Type	

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[19] All measures included, whenever possible, will have both percentages and raw numbers; all measures will also be parsed by Race and Ethnicity as well. Currently Race and Ethnicity are tracked inconsistently across DOC and Court databases. This data quality issue will need to be addressed before complete analysis of Racial and Ethnic Disparities can be analyzed. See the section on Data Committee.
[20] Only those eligible for issuance of citation