

9738

**DOMESTIC VIOLENCE  
PROGRAM**

**STATUS REPORT**

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Department of Judicial Administration  
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## EXECUTIVE SUMMARY

Domestic violence is a complex problem which is often cited as a contributing factor to many other crimes. Recognizing this, the King County Council and County Executive directed the development of the King County Domestic Violence Comprehensive Plan. The Federal Way District Court Pilot Program, recommended by the Comprehensive Plan, has developed a coordinated model of service delivery. This report describes the roles of law, safety, and justice agencies and community services in building the Federal Way model, and proposes a similar coordinated approach, tailored for each district, for handling domestic violence in all King County District Courts.

The Federal Way model demonstrates that a coordinated response to domestic violence can be built across disciplines and agencies. In Federal Way, significant improvement has been demonstrated with the law, safety, and justice agencies. The judicial process from arrest through case disposition, has been significantly shortened. Although program expansion on the community service side has been slower to develop due to limited resources and geographic isolation, a victim support group and batterer treatment groups are available. Even though the connection between the judicial system and community services needs further development, the progress to date toward a coordinated response in Federal Way means that victims receive prompt advocacy services and batterers enter treatment more quickly, which together have resulted in a decrease in the domestic violence case dismissal rate in Federal Way District Court.

This report also evaluates the Federal Way model to date and presents law, safety, and justice and community service implementation plans which allow for a phased-in addition of staff to build a coordinated response model in each King County District Court. Since King County plays a key role in the legal piece of any domestic violence plan, this report focuses on the law, safety, and justice elements of the coordinated response to domestic violence. The community services needed to complement the judicial system, as identified in the Federal Way experience, are also summarized. It is clear that community services must be increased and strengthened and that suburban jurisdictions should participate in this process. This regional approach will build a comprehensive network of community and law, safety, and justice services for all those affected by family violence.

## I N T R O D U C T I O N

The purpose of this report is to provide an update on activities taken since the adoption of the King County Comprehensive Domestic Violence Plan in 1988 and to make recommendations that are necessary if the County is to continue its leadership role in ending domestic violence in our community.

This report is organized into two major chapters which correspond to the major systems involved in domestic violence: the community-based service system and the criminal justice system. Within both chapters will be a description of the planning, program development, service delivery and implementation activities over the past year. Also included in each chapter is a set of recommendations for the next steps necessary to continue building the respective systems and furthermore, to coordinate efforts between the community-based service and criminal justice systems. A major part of the criminal justice system chapter is a review and initial evaluation of a pilot court-based intervention program that began in Federal Way earlier this year.

The summary delineates how all the systems should continue collaboration efforts in the future.

This report is intended to be a "snapshot" of current efforts in domestic violence and sets the stage for ambitious planning and implementation work over the next few years. Such efforts, to be successful, must involve close collaboration with other jurisdictions, county and suburban agencies, and the networks of community-based service providers.

An important distinction to note is that the community-based service system (both for victims and perpetrators) is by its nature decentralized through community agencies and funded by multiple jurisdictions and United Way, while in contrast, the criminal justice system is largely under the jurisdiction of King County. Therefore, the "system" of community-based services will reflect the diversity of providers and networks that have evolved over the years.

And while the criminal justice system is under one jurisdiction, any ongoing effort to effectively intervene in domestic violence must be coordinated with other jurisdictions, the judiciary and Prosecutor's Office, and the community based agencies working in the community. These factors add to the complexities inherent in these distinct systems and point to the extraordinary collaboration that is necessary to build a truly comprehensive and coordinated system to address domestic violence.

## BACKGROUND

AN UNDERESTIMATED SOCIAL CONCERN

Traditionally, violence in the home has been viewed as outside the state's concern, a private matter. It has been widely held that these situations are best ignored or dealt with by counseling. Prior to 1979, abuse between intimate partners had not been defined or treated as a criminal matter, even where similar acts between strangers would result in arrest and prosecution.

Since the mid-1970's, women's groups around the nation have been emphasizing the need for shelters and resources to assist abused women and their children. Researchers who studied "spouse abuse" successfully drew attention to the need to define it as a criminal behavior to protect the victim. By the late 1970's, with the emergence of the learned behavior theory, psychologists recognized that domestic violence is caused by the behavior of the abuser, not the behavior of the victim.

Domestic violence is now recognized as progressive, cyclical, and predictable, with a high potential for critical or fatal injury. Without early, effective intervention, violence against an intimate partner increases in frequency and intensity over time. One survey by the U.S. Bureau of Justice indicates that injuries sustained by victims of domestic violence are equal to or more severe than injuries resulting from 90% of all other violent felonies. Harborview studies on family violence document that in addition to destroying family life, domestic violence is highly correlated with later violence. It consumes financial, medical, legal, and human resources. Despite these known facts, domestic violence is still a very underreported crime.

DOMESTIC VIOLENCE DEFINED AS A CRIME/CIVIL PROTECTION IMPLEMENTATION

As knowledge of the dynamics of domestic violence increases, members of legislative and judicial agencies have realized that we need to treat acts of domestic violence as crimes. The belief grows that everyone is entitled to protection from violence. Laws have been passed to define the new judicial response to domestic violence. The intent of this legislation is to hold batterers accountable for choosing to use violence against family or household members.

It is not enough to make laws that require certain public safety system responses. In 1979, the Washington State Legislature enacted RCW 10.99, prescribing the State's response to domestic violence. The purpose of RCW 10.99 was "to recognize the importance of domestic violence as a serious crime against society and to assure the victim of domestic violence the maximum protection from abuse which the law and those who enforce the law can provide."

In 1984, the domestic violence laws were enlarged by the Washington State Legislature to increase the power and duties of law enforcement officers, prosecutors, and courts. This revision mandated that police officers arrest

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the batterer whenever there is "probable cause" to believe that an assault has occurred within the past four hours. It also made civil action available to victims of domestic violence. It allows victims of domestic violence to independently petition the legal system for protection, apart from prior law enforcement intervention.

The laws have changed to provide protection. Nevertheless, to change the attitudes and responses of members of law, safety, and justice agencies and of people in our communities, more must be done. Without an integrated, coordinated community response to domestic violence, too many cases against batterers are lost.

#### HISTORY OF THE KING COUNTY COMPREHENSIVE DOMESTIC VIOLENCE PLAN

The intent of the King County Comprehensive Domestic Violence Plan presented to the Executive and Council in late 1988 was to present a comprehensive approach to supplant the piecemeal domestic violence response system currently operating in King County. Representatives from the major systems (victim services and batterers treatment providers, court, law enforcement, etc.) actively assisted in the development of the Plan. The Plan recommended that such a comprehensive system include three distinct components which must be brought together in a coordinated fashion: community-based service agencies, the criminal justice system, and the civil protection order system. (For purposes of this report, the civil protection order system will be considered part of the broader law, safety, and justice system.)

The Plan further identified a four-phase approach to implementing the comprehensive system. The Plan itself completed Phase One -- assessment of the needs and recommendations for future actions. Phase Two was implementation of the Plan; Phase Three involved follow-up and evaluation of efforts; and Phase Four involved ongoing support for the system.

Since that time, Phase Two has been underway. Several key projects and activities have brought us closer to the goal of conceptualizing and refining what a truly comprehensive domestic violence response system would look like in King County. These projects and activities are:

#### Ongoing Funding

Provision of County funding for the network of domestic violence victim services, and for treatment for indigent batterers through the Health and Human Services funds.

**DOMESTIC VIOLENCE REPORT****Proposition Two**

At a special session of the State Legislature in June, 1990, legislators provided additional taxing authority for local governments to meet their growing law, safety, and justice needs. Active support from King County public officials and from through-out the community was key in assuring its passage. The impact of domestic violence and the domestic violence statutes passed several years ago were cited by local governments as one of the main reasons for their need for additional resources.

King County, one of the counties given the authority to impose the additional sales tax, recently voted to increase the tax for the criminal justice system. Revenues are estimated at \$20 million annually. The council agreed that a portion of the additional funds raised should fund the creation of 12 new domestic violence legal advocate positions and 12 new domestic violence community advocate positions. Additional funds are provided for a coordinator of the legal advocates system and training and protocol development, among other criminal justice related needs which are spelled out further in the next chapter.

**Pilot Program**

Implementation of a pilot court-based program in Federal Way to address the need for victim advocacy and more coordination of domestic violence cases. The Department of Judicial Administration, the Community Services Division, the Prosecutor's Office Victim Assistant Unit, worked in partnership with key agencies to implement this program. The agencies include: the Federal Way District Court personnel, King County Department of Public Safety, King County Probation Services, the Domestic Abuse Women's Network, Harborview Anger Management Institute, Highline West Seattle Mental Health, and Family Services Anger Management Institute.

The County 1990 budget provided funds for the pilot and set aside additional funds for further development of similar coordinated services in other parts of the County.

**Human Services Roundtable Family Violence Project**

In 1989, the Human Services Roundtable identified family violence as one of its two priority action areas for 1990 and formed a Family Violence Work Group charged with conceptualizing an effective domestic violence community response system and making recommendations on what is needed to build such a system. The Work Group has met over the past nine months on a weekly basis assisted by Roundtable staff and a consultant. The Work Group was comprised of representatives from community-based victim service providers, the King County Coalition Against Domestic Violence, batterer's treatment providers, Child Protective Services, medical and public health, probation, law enforcement, judiciary, Prosecutor's Office, Seattle Family Violence Project, and permanent



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staff from the Roundtable, other jurisdictions, and United Way. This ground breaking effort to bring together multi-disciplinary systems in addressing domestic violence was unprecedented in this region.

After months of intense planning, discussion, and debate, the Roundtable completed its major task of conceptualizing a vision for a comprehensive community response system this past September. The Work Group has presented a challenge to the Human Services Roundtable to be a leader in ending domestic violence by the year 2000 through support of a far reaching prevention and intervention response throughout this region comparable in magnitude to what has been successfully done in the work to prevent and treat heart disease. In this regard, King County is number one in the nation in its response to heart attacks through its effective Medic One system.

Recent completion of a nine-month planning process through the Human Services Roundtable Family Violence Project which brought together key system representatives to identify mission and goals for a comprehensive system, develop key elements and prioritize unmet needs of the regional system.

**State Grant Award**

Recent award of a state grant to the Community Services Division for a pilot community violence prevention project will involve similar cross-system collaboration to ensure the safety of victims and develop effective interventions for families experiencing multiple forms of violence and abuse. Forms of violence include domestic violence, sexual assault, child abuse and neglect.

A fuller description of the above developments and the new challenges ahead are contained in the next two chapters of this report.

## CHAPTER ONE: LAW, SAFETY, AND JUSTICE SYSTEM RESPONSE

FEDERAL WAY PILOT PROGRAM

Federal Way District Court was selected as the location for a model program to build a coordinated criminal response to domestic violence. Federal Way representatives of law, safety, and justice agencies were committed to improving the existing process. The Domestic Abuse Women's Network (DAWN) and batterer treatment providers also wanted a more effective response to domestic violence. Federal Way, unincorporated at the time of selection, also had the advantage of being served by one prosecutor, a single police precinct, and a local probation department.

**Initial Data Collection**

The 1988 Comprehensive Plan contained very limited statistics on the extent of domestic violence. Data was based on county-wide statistics provided by police agencies, courts, human service organizations, and research summaries. Before starting work in Federal Way, the Department of Judicial Administration initiated a one-month study to collect data from the Federal Way area. Despite the limits of the data, there was sufficient information to recommend steps needed to develop a more rapid legal system response, reverify the need for legal/community advocates, and emphasize the need for expanding community services to other family members/children involved in domestic violence. Future data collection recommendations are included in this report. The results of this previous study were published in a report to King County Council in August, 1989.

A coordinator was hired to implement the domestic violence pilot program in late 1989. A King County committee composed of representatives from the Departments of Judicial Administration, Human Services, and Public Safety was formed as the steering committee for the pilot. This group coordinated efforts of a working group made up from Precinct 5 of the King County Police, Federal Way District Court Judges, the District Court Administrator and clerks, Court Services (Department of Adult Detention), a King County Deputy Prosecutor, King County Probation, the Victim Assistance Unit of the King County Prosecutor's Office, the Domestic Abuse Women's Network, Family Services Anger Management Institute, Harborview Anger Management Program, and Highline/West Seattle Mental Health Center.

To ensure consistency and to work together effectively, the participating agencies agreed on the following base-line assumptions:

- Batterers will be held accountable for choosing to use violence. Acts of violence or violations of court orders will neither be minimized nor overlooked.
- Any domestic violence related crime occurring between intimate partners is considered to be part of the cycle of abuse.
- Domestic violence is progressive and will increase in frequency and intensity if no effective intervention is available.

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The identified goals for the pilot program included: providing services to victims, batterers, and children more quickly; speeding up the judicial process while reducing the backlog of court cases; increasing the number of batterers going into batterer treatment; increasing community awareness of the destructive effects of domestic violence; increasing the sensitivity of the judicial system to the effects of gender bias in domestic violence cases; reducing the level of violence (reported and unreported to police); and establishing consistent data collection, including demographic information.

### Key Components of the Federal Way Program

A key component of the Federal Way model is the enhancement of victim advocacy services to break the cycle of violence which is a constant pattern in the lives of victims and batterers in a domestic violence setting. The cycle begins with a tension building phase, followed by an explosive reaction (the actual domestic violence), followed by the remorse, then honeymoon stage. Once the violence has occurred, the most effective time to intercede is during the batterer's very brief remorse stage. The Federal Way pilot was formed to intervene during this short remorse stage to hold batterers accountable for their violence and to protect victims from further abuse.

Court advocates are now available to guide victims through the legal system and community advocates provide long term support and resources for victims to break the cycle of violence. The advocates and participating agencies started meeting regularly and instituted procedural changes that speeded up the judicial process. One of these changes is the Stipulated Order of Continuance (SOC) diversion program for batterers with no previous arrests for domestic violence.

### The Stipulated Order of Continuance

One element of the coordinated model is the Stipulated Order of Continuance (SOC) diversion program for batterers arrested in domestic violence incidents. In the SOC program, defendants must agree to the admissibility of the police report and other conditions set forth by probation, treatment providers, and the prosecuting attorney. SOC conditions can include: no contact with the victim, no further violence, batterer treatment, alcohol or drug treatment, community service work, and restitution to the victim.

A defendant must meet the following criteria to qualify for diversion under a Stipulated Order of Continuance:

1. Has been arrested for a domestic violence crime as defined in RCW 10.99.
2. Agrees to SOC and all the conditions.
3. Has no prior convictions in the following categories:

- A. Class A felonies. See RCW 9A.20.010.
  - B. Class B felonies within the past ten years.
  - C. Class C felonies or gross misdemeanors within the past five years.
  - D. Misdemeanors within the past two years.
  - E. Previous domestic violence convictions, stipulations, or diversions.
  - F. Prior domestic violence (whether or not it resulted in a conviction) causing injury that required more than first aid or involving another aggravating factor (e.g. previous sexual abuse).
4. Current offense does not involve any of the following: injury requiring more than first aid, use of a weapon, other aggravating factors.
  5. Victim agrees to the SOC.

To implement the SOC program, Federal Way District Court set arraignment calendars for domestic violence two days each week. At arraignment, some defendants are presented with the SOC option, in addition to the choice of pleading guilty or not guilty. Defendants who are interested in SOC are referred to Probation Services for screening and a hearing is set for two weeks later. Eligibility is determined by Probation Services and the prosecutor. Two weeks later, at the second hearing, qualified defendants who choose SOC are required to stipulate to the admissibility of the police report. The Judge then issues an order to continue the case for one year under specified conditions. If all conditions of the stipulation are met at the end of the year, the case is dismissed.

When defendants are accepted into the SOC Program, they are placed on probation and enrolled in treatment at a special hearing two weeks after arraignment. This eliminates the need for further hearings. As a result, crowded court calendars are cleared to schedule non-SOC cases more quickly. All cases moving through the court benefit from the SOC Prosecution option. Victims are spared lengthy waits for hearing and court appearances.

During the course of the SOC, Probation Services monitors the progress of the defendant. When a violation is suspected, the Prosecutor is notified immediately. If the Deputy Prosecutor determines that a violation has occurred, a new hearing is set within 5 days. At this hearing the case can be set for trial within 30 days. At the trial, the court makes a decision based only on the police report which the batterer has already stipulated to. The victim does not have to go back through the entire legal process.

#### Coordination of Participating Agencies

In developing the Federal Way model, participating agencies identified specific ways they could improve the handling of domestic violence cases. The

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individual agency procedures are explained below and are continuously evaluated and adjusted in a joint effort to end domestic violence in the community.

### 1. Court Advocates - Victim Assistance Unit

The court advocates are located near the Federal Way District Court and act as a direct link between the victim and Domestic Abuse Women's Network (DAWN) services.

The advocates receive a copy of Federal Way misdemeanor domestic violence police reports. They use the information in the reports to contact victims by telephone. Over the telephone, they:

- Explain legal rights.
- Advise of advocacy services available.
- Complete an intake form.
- Explain the legal process and the Stipulated Order of Continuance option, including defendant eligibility requirements.
- Refer the victim to appropriate agencies for services needed.
- Tell the victim of court dates as they are set.

At arraignment, the advocate makes a recommendation to the prosecutor about the eligibility of a defendant for the SOC and/or the need for a No Contact Order based on the interview with the victim. If the advocate is unable to contact the victim or the victim is unable to attend the arraignment, the advocate sends the victim an informational letter. The victim is strongly encouraged by the advocate to report immediately all violations of any court order including the Stipulated Order of Continuance, any reoffenses, or any violations of the terms of probation.

### 2. Police

Law Enforcement officers are usually the first people to arrive at domestic violence scenes, so their response to the incident sets the tone for future interaction among the legal system, victims, batterers, and their children. Police officers are required to make full custody arrests when "probable cause" exists. The responding officer must also protect victims from continued abuse by explaining their legal rights and referring them to shelters or other community resources.

In all cases, even if no "probable cause" exists for an arrest, officers write an incident report, code it as domestic violence, and turn it in prior to going off shift. It is important that police officers accurately document domestic violence cases to support an effective prosecution. Each report should include a detailed statement by the victim that will assist the Advocates in contacting the victim prior to arraignment. Confidential telephone numbers and address information

should be listed on a separate sheet marked DO NOT DISCLOSE.

Police are to advise the victim to call the Domestic Abuse Women's Network (DAWN) for immediate crisis intervention or to call the Court Advocates for information about the legal case. The officer may transport the victim to a shelter or other safe place.

One police officer from Precinct #5 has been designated as the police contact for the pilot program. He reviews each case, represents King County Police at all pilot program meetings, troubleshoots when necessary, and compiles data for the police department. The Federal Way precinct commander has mandated that all supervisors and officers in the precinct receive four hours of training covering the dynamics of domestic violence, the state law, and specific procedures for the pilot program.

### 3. Court Services

Upon receipt of the computer printout of jail bookings, staff at Court Services in the Department of Adult Detention:

- A. Interview the defendant.
- B. Check the prosecutor's file for previous charges.
- C. Review the arrest and booking history for the defendant.
- D. Check references and contact the victim for additional information.

After gathering information, staff determine whether or not to release the defendant pending arraignment. If the decision is made to release the individual (on bail, bond, or personal recognizance), staff decide whether a Temporary No Contact Order (effective until arraignment) will be issued and set an arraignment date at the Federal Way District Court. Due to King County's policy of not transporting defendants from the jail to district courts for arraignments, the venue is changed to Seattle District Court when the defendant is held in custody. In all cases, the paperwork is submitted to the jail. All paperwork associated with Federal Way releases is sent to Federal Way District Court.

### 4. Community Advocates for Victims

Currently the Domestic Abuse Women's Network (DAWN) provides services to battered women and their children in Federal Way. Since the safety of victims and their children is of paramount importance to our coordinated response to domestic violence, DAWN is a key member of the working group.

Victims being encouraged to participate in the prosecution of criminal cases must be protected from further abuse by the batterer. DAWN provides a network of services to support and protect victims and their children. These services include:

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If SOC eligibility is verified, information on three treatment programs (Family Services, Harborview Anger Management, Highline/West Seattle Mental Health) is provided to the defendant. The defendant is required to report to the probation office within two weeks with a program selection and to sign a release form. The probation officer then sends the police report, the presentence report, and the advocate's report to the selected treatment agency.

As with any offender on probation, the SOC defendant is required to see the probation officer every two weeks, unless the probation officer sets other conditions. Non-compliance by anyone on probation is immediately reported by the probation officer to the prosecutor, who then sets a review hearing date.

## 6. Prosecuting Attorney

The role of the District Court Deputy Prosecuting Attorney is to:

- A. Review each case.
- B. Attend all domestic violence arraignments.
- C. Talk to the victim and advocate to determine the need for a No Contact Order, and to request one if necessary.
- D. Recommend to the court whether or not the defendant should be offered a Stipulated Order of Continuance based on the police report and information received from probation.
- E. Work with the probation officer to determine specific conditions of the stipulation.
- F. Prosecute violations of domestic violence related court orders.
- G. Request review hearings for defendants who fail to comply with conditions of the stipulation/probation.

## 7. Batterer Treatment Providers

Three batterer treatment providers, Family Services, Harborview Anger Management, and Highline/West Seattle Mental Health, provide services to batterers referred to them by the Federal Way District Court through the pilot program. Consistent treatment guidelines have been established and matching fee schedules have been set. Now, when the defendant is ordered to attend batterer treatment, the court is assured there is consistency in the type of treatment received. (In the past, services obtained by the defendant could range from a two-hour anger management class to intensive batterer treatment programs.)

Minimum treatment now consists of weekly group meetings for at least six months. This is consistent with national standards. Each agency has the flexibility to require additional counseling to meet specific needs.

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## 8. Federal Way District Court Judges

At arraignment, the judge explains options available to the defendant, including the Stipulated Order of Continuance. Those who appear to be eligible for the SOC and who indicate an interest in that option are directed to report immediately to the probation department. The case is then continued for two weeks.

In cases where a defendant fails to appear for an arraignment, the judge signs an arrest warrant. The warrant is sent to the King County Warrants Division in Seattle, and a copy of the warrant is sent directly to Precinct #5 of the King County Police Department, from which it is served.

Defendants who are not eligible for the Stipulated Order of Continuance, or who choose not to enter the SOC, are given the option of pleading guilty at arraignment or requesting a trial. On a finding of guilt, the judge requests a pre-sentence report. Sentencing may include a jail term and monetary fine, suspended on the condition that the defendant successfully completes batterer treatment.

## 9. Training

The Federal Bureau of Investigation estimates that only 10% of all domestic violence incidents are reported to the police. Other research indicates that domestic violence goes unreported ten times more often than rape. There are a variety of reasons for victims not reporting, including: 1) the belief that violence is a private matter, 2) fear of reprisals, 3) past experience with police who would or could do nothing, 4) reluctance to have the abuser arrested or prosecuted, 5) fear of loss of family income if the batterer is jailed, and 6) socialization of victims, batterers, and the public to accept the violence.

Policies of law, safety, and justice agencies have also contributed to the underreporting of domestic violence. When police departments minimize domestic violence, dispatchers screen out calls for assistance. Responding officers try only to mediate disputes, restore order, and leave the scene, often without documenting the call. Serious incidents of violence against partners have been filed as felony assaults, homicides, suicides, or accidental deaths. Had reports documented the relationship of the parties or explored past violence, such incidents would have been shown to be domestic violence.

One key component of the King County Domestic Violence Comprehensive Plan is training for both service providers and the community at large. To assure consistency in service provider response, a training program was developed and implemented for Federal Way law enforcement and other service providers. This training consisted of mandated 4 hour sessions



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for all police officers in Federal Way (at all levels) and service providers from probation, community services, and the courts. The intent of the training was to raise awareness and to assure consistent response. A more cohesive, team approach by all service providers has resulted.

## 10. Data Collection

The working group wanted to be certain that clear goals for the pilot were established and that these goals could be monitored throughout the pilot. To accomplish this, specific goals were agreed upon and a data system put in place to monitor the goals.

## Evaluation of Pilot

Pre-Pilot Data

In order to get appropriate pre-pilot data on caseload and community response, records from Superior Court cases and Federal Way District Court cases involving domestic violence were examined. 636 were identified as civil domestic violence related cases in Superior Court for the comparison period, January 1, 1989 through April 30, 1989. (Criminal cases could not be identified because they were not specifically categorized by case type (i.e. domestic violence) in the State's computer base.) A total of 39 of these cases were selected using the criteria of whether the victim and/or offender had a Federal Way mailing address (i.e., 6.1%). One divorce case with an Order of Protection was also included. Thus, 40 Superior Court civil/domestic cases served as a pre-pilot sample for the purpose of assuring compliance with identified goals. A total of 228 cases were used from the Federal Way Pilot Program for the period January 1, 1989 through April 30, 1989. Of these, 58 were civil cases and 170 were criminal cases.

Outcome Goals Identified

Outcome goals were divided into four broad sections:

1. Ensure immediate safety of victims.
2. Timely enforcement of Domestic Violence laws.
3. Reduce impact of abuse on victims and their families.
4. Increase community safety.

These broad goals were defined in further measurable detail as:

## 1. Goal 1--Ensure Safety

- A. Objective: To reduce the number of incidents of violence to victims and their families between arrest and arraignment dates.

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Measurements: For criminal cases: measure the number of domestic violence incidents to victims between the offender's arrest date (if no arrest date exists, use the domestic violence incident date) and the offender's arraignment date.

For civil cases: measure the number of domestic violence incidents between the filing date for Petition for Order of Protection and the case hearing date.

	<u>Criminal Cases</u>	<u>Civil Cases</u>
Results: 1989	6 repeats of 170 cases	0 repeats of 98 cases
1990	9 repeats of 28 cases	0 repeats of 3 cases

B. Objective: Decrease in the number of incidents of violence to victims and their families between arraignment and trial dates.

Measurements: For criminal cases: measure the number of domestic violence incidents between a criminal arraignment date and the trial date. (Where there is a "guilty" plea, the arraignment date and the trial date are the same.)

For civil cases: measure the number of domestic violence incidents between the Protection order hearing date and the expiration or termination of an issued Protection Order.

	<u>Criminal Cases</u>	<u>Civil Cases</u>
Results: 1989	1 repeat of 170 cases	0 repeats of 98 cases
1990	2 repeats of 28 cases	0 repeats of 3 cases

2. Goal 2 - Enforce Domestic Violence Laws

A. Objective: Decrease time between violation and case filing.

Measurements: For criminal cases: measure the number of days between the domestic violence incident and case filing.

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For civil cases: not applicable (this would try to measure events prior to entry into the Pilot Program).

Results:	<u>Outcome Measure</u>	<u>Range</u>	<u>Mean</u>
	1989 (170 cases)	0-156 days	8.8
	1990 (26 cases)	0-5 days	2.7

B. Objective: Decrease time between case filing and arraignment.

Measurements: For criminal cases: measure in days the interval between the case filing and offender arraignment.

For civil cases: measure in days the interval between case filing and the hearing date.

Results:	<u>Outcome Measures</u>	<u>Range</u>	<u>Mean</u>
	1989 (170 cases)	0-8 days	16.4
	1990 (27 cases)	7-28 days	11.9

C. Objective: Decrease the number of domestic violence cases dismissed.

Measurements: For criminal cases: measure the number of dismissed cases and the reasons for dismissal.

For civil cases: same as criminal cases.

Results: 1989 - 79 of 170 criminal cases were dismissed (46.5%).

1990 - 3 of 28 criminal cases were dismissed (10.7%).

D. Objective: Decrease the time between arraignment and trial or disposition.

Measurements: For criminal cases: measure the period in days between offender's arraignment date and the trial and/or disposition date.

For civil cases: measure the period in days between the Protection Order hearing and final disposition date.

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Results:	<u>Outcome Measure</u>	<u>Range</u>	<u>Mean</u>
	1989 (170 cases)	13-302 days	84.6
	1990 (23 cases)	0-89 days	46.4

## 3. Goal 3 - Reduce Impact of Domestic Violence on Families

[This data, as it is developed, will be particularly relevant to the current work of the Human Services Roundtable and King County Department of Human Services.]

A. Objective: Reduce round-robin referral system.

Measurements: Measure how many victims are referred to one or more support services.

Results: 1989 no referrals recorded, but all victim referred to DAWN.

1990 no referrals recorded, but all victims referred to Pilot Program domestic violence advocates.

B. Objectives: Reduce multiple referrals for children's services.

Measurements: Measure how many children living with the victim are referred to one or more child support services.

Results: 1989 no referral records for children.  
1990 no referral records for children.

## 4. Goal 4 - Increase Community Safety

No immediate measures are associated with this goal. At a later date, the longer term outcome measure to "lower the rate of re-offense by batterers" will be added to the data system.

Preliminary Evaluation: 1989-1990 Data Comparison

Data analysis can only be very preliminary at this stage of implementing of the data base tracking system. However, even given the limited data to date, a significant improvement is evident between 1989 and 1990 for Outcome Measures A through D. The date ranges between milestone events have decreased and are more consistent. The percentage of case dismissals also seems to have taken a significant drop between 1989 and 1990 test periods (i.e., from 46% to 10%). The revised Federal Way District Court procedures have resulted in more consistent and timely handling of domestic violence cases. As the Federal Way domestic violence data base increases, these improvements should be made even more evident.

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Ongoing Data Collection

Based on the initial data base design, a "user-friendly" R:BASE relational data base for use by the Federal Way Domestic Violence Pilot Program Advocates is being completed. This data base will be related to a general data collection form which covers all items required for measurement of progress against our outcome measures, plus additional information requested by Program principals.

Until the completion of the final data base design, staff are collecting needed information using a packet of forms put together by the data consultant. These forms include the "King County Domestic Violence Victim Services Client Information Form" and the "King County Domestic Violence Victim Services Exit Summary." In addition, 2 forms created by the consultant are being used: "District Court Information Form" and "Superior Court Information Form."

RECOMMENDATIONS FOR LAW, SAFETY, AND JUSTICE SYSTEM RESPONSES TO DOMESTIC VIOLENCE**Recommendation #1: Coordinated System In All District Courts**

Developing a coordinated model in other districts of King County is the next step in implementing the King County Comprehensive Plan. While many of the program components will be identical to those in the Federal Way Pilot, discussion continues among the participating agencies concerning program details. There is some need for diversity and expansion of services in each district. This is particularly true for community based advocacy and services for children affected by domestic violence.

**Recommendation #2: Stipulated Order of Continuance**

Discussion continues around which type of Stipulated Order of Continuance model is most effective. In any event, an SOC based model will be used in the next region because SOC programs significantly shorten the judicial process, resulting in:

1. Swifter justice for batterers arrested.
2. Increased victim participation.
3. Lower dismissal rate for domestic violence cases.
4. Reduced caseload for the court.

While the SOC plays an integral role in the new program, the specific form of the SOC may be less important than the fact that the option, in whatever form, exists.

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**Recommendation #3: Implement Social Service and Law, Safety, and Justice Victim Advocacy**

The other significant component of the regional proposal is a victim advocacy model that requires both court and community advocates in order to provide full service to victims of domestic violence. Law, safety, and justice agencies and community-based domestic violence agencies have traditionally worked independently. However, in order to maximize the strengths of each system, a joint advocacy model is proposed for duplication in the remaining regions. The model includes separate but complementary court and community advocates. When both are present, they will effectively serve people wherever they enter the domestic violence response system.

The Federal Way Pilot Program initially included both court and community advocacy, within one community based agency, DAWN. This arrangement posed several problems. It was difficult for DAWN, a community agency with limited resources, to develop a court based legal program when DAWN's main focus has been telephone crisis intervention, support groups, and community advocacy for victims. In addition, DAWN advocates can not legally have access to court information, unlike advocates employed by the judicial system. This arrangement has been modified in Federal Way so it resembles the arrangement proposed for future districts. In Federal Way, there is now a partnership between the King County Prosecuting Attorney's Victim Assistant Unit and a community based organization, the Domestic Abuse Women's Network (DAWN). As partners, they provide complementary types of advocacy--court and community based. Advocates in each system make it easier for police and community agencies to make faster, more effective referrals outside their specialized fields. The two types of advocates perform a variety of functions and serve the largest number of people affected by domestic violence. While the focus of each type differs, both often offer the same types of advise but to populations which initially feel most comfortable accessing either the legal or community service system. Discussion continues within the Human Services Roundtable to determine the best organization for providing the community advocates.

The differing focuses of court and community advocates are described below:

**1. Community Advocates**

Community advocates are part of the community-based services component of the coordinated model. Community legal advocates will help victims who call community domestic violence crisis lines. These advocates discuss legal options, ideally before the victim faces pressure to decide on immediate legal action. The person receiving services is able to consider possible legal actions and weigh consequences in a safe, supportive atmosphere before filing criminal charges or a Petition for a Protection Order. Community advocates may also help with dissolution or paternity actions, which often involve emotional court appearances,

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prolonged negotiations with private attorneys, and/or interviews with Family Court Services caseworkers.

Community-based advocates help a victim build a protective network with safe housing, support groups, and childcare. This better prepares the victim to use the legal system to take action necessary to ensure long term protection from abuse.

Community advocates use a case management approach to help victims:

- A. Assess immediate safety needs.
- B. Fill basic needs like financial help and safe housing.
- C. Build a safety network of crisis line, support groups, childcare, etc.
- E. Explore emergency legal actions like Protection Orders or No Contact Orders for immediate protection.
- F. Use court advocates for guidance in filing specific legal actions.
- G. Receive long term emotional support through extended dissolution or paternity actions to establish parenting plans, child support, and property settlements.
- H. Access transitional services like job training, employment assistance, childcare, counseling, and affordable housing.
- I. Create a supportive environment for victims who are asking the court for protection from further violence.

Further detail on the Community Advocate is contained in the next chapter.

## 2. Court Advocates

Court legal advocates supervised by the Victim Assistance Unit in the King County Prosecutor's Office will be assigned to each District Court. These advocates will coordinate the responses of law, safety, and justice and community-based service providers.

In addition, court advocates help victims who file civil Orders for Protection or who must appear as witnesses in cases in which the prosecutor files criminal charges against the batterer. Advocates will explain the court process, accompany victims to hearings, and refer people to community domestic violence service providers for help in meeting longer-term needs. The legal system is often confusing to people in crisis and advocates can help to create a supportive environment for victims who are asking the court for protection from further violence.

Court advocates help victims by giving short term, immediate help with specific legal actions. These advocates:

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- A. Assess immediate safety needs.
- B. Explain general legal issues.
- C. Guide victims through the criminal court process by notifying them of court appearances, escorting them to hearings, and supplying emotional support.
- D. Assist people who want to file Petitions for Orders for Protection, which can:
  - 1) Order the batterer away from the victim.
  - 2) Set temporary residential schedule of safe contact with children of the two parties.
  - 3) Order the batterer into treatment.
- E. Contact community domestic violence agencies for long term support, safe housing, support groups, etc.
- F. Coordinate the responses of service providers to solve problems on individual cases or on a system-wide basis. These service providers include:
  - 1) Police
  - 2) Prosecutor
  - 3) Courts
  - 4) Probation Services
  - 5) Victim Service Providers
  - 6) Batterer Treatment Providers
  - 7) Jail Screeners
  - 8) Public Defenders

#### Recommendation #4: Clarify and Build Cooperation Among Needed Services in One Court District at a Time

In the proposed regional model, many of the role descriptions will follow those of the Federal Way Pilot Program. Here, only additions and changes are explained.

#### Improve Support Services Available Through Judges and Courts

In addition to the role performed in the pilot program, Judges and Courts can continue to improve the response of the legal system by:

1. Providing office space for court based victim advocates so that advocacy services are easily accessible. This office would also serve as a domestic violence legal resource center in each court building. If space is unavailable in a court, advocate office space should be found within walking distance.
2. Referring "walk-in" Protection Order petitioners to an advocate for individual help.



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3. Scheduling specific domestic violence calendars for more efficient use of advocates, prosecutors, and probation:
  - arraignments (daily).
  - sentencing.
  - 14 day hearings on Protection Orders.
4. Setting cash bail at the time of release from jail.
5. Charging an SOC fee to offset the cost of increased probation or other services.

## Enhancing Probation Services

The King County Department of Probation Services plays an integral role in the Stipulated Order of Continuance (SOC) prosecution model proposed for regionalization. The SOC model depends on swift action by Probation Services to evaluate defendants, make individualized recommendations to the court, and closely monitor defendants placed on probation. In some districts, depending on case load, more probation officers may be needed to complete this work.

## Coordinate King County Department of Public Safety

To ensure the proper handling of domestic violence cases, the King County Department of Public Safety should establish the capacity to provide the following:

1. Develop a system to review all domestic violence offense reports for compliance with statutory, procedural, and policy requirements.
2. Update training materials and handouts for department employees, victims, and community members.
3. Train internal department units to resolve problems which arise in domestic violence cases on a day-to-day basis.
4. Represent the King County Department of Public Safety in the regional working groups.
5. Coordinate a regional training effort to educate law, safety, and justice agencies, human service providers, and the community about domestic violence and the coordinated prosecution model. Work with the Washington State Criminal Justice Training Commission to create a domestic violence curriculum for the Basic Law Enforcement Training Academy as well as to set up satellite training for county police agencies.

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6. Develop and maintain relationships with all community based resources to which law enforcement and other elements of the criminal justice system can refer victims and others in need of assistance and support.
7. Work directly with incorporated municipalities to assure consistency in services between the county approach and each municipality's services, contracting for services as necessary.

**Recommendation #5: Staff Positions Needed**

For King County to lead in the development of a coordinated system of domestic violence service delivery, staffing must be provided. Three county-wide staff are proposed to ensure the successful regionalization of the pilot program. Other staff positions are needed to implement the Federal Way model in each court. The positions are described in the following sections.

**Project Coordinator**

The Project Coordinator will direct the implementation of the Domestic Violence Comprehensive Plan, including the regionalization of the Federal Way Pilot Program. An overall coordinator is essential to ensure that consistent programs are developed and maintained throughout King County. Specific duties of the Project Coordinator include:

1. Exploring grant, legislative, and suburban municipal funding sources to ensure adequate financial support for the programs outlined in this report.
2. Implementing the regionalization of the Federal Way Pilot Program by developing regional working groups which would coordinate domestic violence services in their respective parts of the County.
3. Developing a community education program to reach the general public.
4. Coordinating review of training procedures and materials for law, safety, and justice agencies.
5. Working with the countywide coordinating system being developed by the Human Services Roundtable.
6. Representing the County's law, safety, and justice agencies on the Regional Human Services Roundtable, to integrate law, safety, and justice factors into future programs and proposals.

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## Court Advocate Supervisor

As new advocates are hired, a supervisor will be needed to provide effective on-site supervision. A full-time supervisor will visit each advocate regularly to provide direction and technical assistance. This will ensure consistency in service provision and keep advocates aware of procedural changes in all districts. The supervisor will:

1. Hire and train all advocates.
  - A. Assure consistency in services in all county districts.
  - B. Work with both court and community advocates to assure common direction and purpose.

This position will be based in the Victim Assistance Unit of the King County Prosecutor's Office.

## Volunteer Coordinator

It is essential that a paid volunteer coordinator be hired early in the regionalization process to recruit and train volunteers and to maintain a reliable volunteer pool. Volunteers are a valuable supplement to any program. Although they are often seen as an inexpensive replacement for paid staff, they can not substitute for trained permanent employees. The Volunteer Coordinator will assure that a consistent quality of volunteer support is available in each District Court. The Volunteer Coordinator will:

1. Recruit volunteers.
2. Train volunteers.
3. Supervise volunteers to retain their services.

IMPLEMENTATION SCHEDULE

With the implementation of the Federal Way Pilot Program nearing completion, developing coordinated systems in the other district courts is planned.

The proposed implementation schedule is:

January 1990 -- Federal Way COMPLETED  
 January 1991 -- Northeast, Shoreline, and Southwest  
 January 1992 -- Bellevue, Issaquah, Aukeen, and Renton

STAFFING REQUIREMENTS

Preliminary law, safety, and justice staffing estimates for 1991 have been developed. The staffing requirements for each district are based on calculating the caseload in each of the proposed or currently operating districts and factoring in caseload abilities.

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1. Federal Way (on going): 1.5 legal advocates
2. Northeast: 2.0 legal advocates
3. Southwest: 2.0 legal advocates
4. Shoreline: 1.5 legal advocates
5. Bellevue: 1.5 legal advocates
6. Issaquah: 1.5 legal advocates
7. Aukeen: 2.0 legal advocates
8. Renton: 1.5 legal advocates
9. County-wide Administration:
  - LS&J Coordinator
  - Advocate Supervisor - VAU
  - Volunteer Supervisor - VAU
  - Law Enforcement Coordinator

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## CHAPTER TWO: COMMUNITY BASED SERVICE SYSTEM

As noted in the Introduction, the King County Comprehensive Domestic Violence Plan set into motion intense planning and implementation efforts to build a comprehensive system to address domestic violence. In 1988, King County provided leadership in this effort through funding staff to produce the plan and through executive support for funding of the community-based victim services system and for treatment of indigent batterers. Funding for victims services and batterers treatment was provided through a newly established Health and Human Services (HHS) fund in late 1988.

KING COUNTY'S ROLE IN COMMUNITY-BASED SERVICES

Over the years, the County has provided limited funding for various services for victims of domestic violence and their children. County HHS funds provided, for the first time, ongoing funding for the broader system of community-based services to victims including the specialized service system for victims of color and deaf/deaf blind victims. These services have included shelter, support and advocacy for victims and their children, safe homes, and transitional housing. The County has also provided funding for indigent batterers seeking treatment.

The Community Services Division has taken the main responsibility for this leadership. The Division has also worked collaboratively with the King County Coalition Against Domestic Violence (victim advocacy) and the Domestic Violence intervention Committee (batterers treatment providers and probation staff).

In the aftermath of passage of Proposition Two, the need for enhanced and more visible county leadership has never been more critical. The specific ongoing roles that the Division has taken on are outlined below:

**Development of System of Community Advocates**

With the passage of Proposition Two, the County is now a co-funder of a new regional system of community-based advocates. This system has yet to be designed and the considerable amount of conceptual work must occur in close collaboration with other funders/jurisdictions. Further, this community advocate system must be coordinated with the court-based advocates. This will involve sustained cross-system policy and protocol development, training and education, service delivery coordination, and ongoing mechanisms for communication.

These two types of advocates are needed to adequately meet the needs of domestic violence victims as they enter the legal system or contemplate their options. It recognizes the reality that the legal system alone cannot assure safety of the victim and their family, nor can it provide long-term advocacy

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and support to the victim. Court-based advocates which were described in the previous chapter are essential to provide the necessary short term technical assistance to victims once victims have entered the court system. On the other hand, community advocates are needed to provide the long-term, ongoing support and advocacy. Both advocates would work collaboratively to provide the most appropriate type of assistance to victims. It is this complement of advocacy services that will assist victims to break the cycle of violence and further minimize the "revolving door" in and out of the legal system.

A specific description of community-based advocates is as follows:

- Community-based advocates will work in community-based domestic violence victim advocacy agencies.
- Advocates will come into contact with victims in several ways: through the community domestic violence crisis phone lines; through referral from the legal system advocates; or as victims contact the community based domestic violence agencies.
- The primary goal for community advocates is to ensure the safety of the victims and their children, to assist and support the victim in determining what she needs for herself and her children, and provide her and her children with individualized ongoing support and advocacy over the long term.
- Services would include:
  - Crisis intervention and ongoing advocacy and support. - Assess immediate safety needs, assist victim in securing emergency services, shelter, support groups, and access to other transitional services such as employment training, counseling, or child care.
  - Legal Advocacy - Includes discussing all possible legal options, assist in filing criminal charges or Order For Protection, assist with dissolution or paternity actions, support victim through all legal proceedings, liaison with law, safety, and justice system personnel as needed.

#### Integration of Existing Domestic Violence Services

Now that the County is co-funder of the system of community-based services to victims, there needs to be integration of these services with the existing community based services to victims. Currently, the County is providing over \$200,000 in funding for the system, and \$55.00 for treatment for indigent batterers. These services must be integrated into the regional network of legal and community-based advocates.

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## County Sponsorship of Domestic Violence Shelter Expansion

King County has found that the highest priority unmet need is for more confidential shelters for battered women and their children in this region. In September 1990, the County provided consultant funding to prepare two applications for Housing Opportunity Funds for capital costs associated with two new confidential shelters, one in south and one in east county. Two domestic violence service agencies, Domestic Abuse Women's Network and Eastside Domestic Violence Program, are the sponsoring agencies. These two agencies are committed to developing these shelters, however they possess very limited resources. The County is being looked to for its continued assistance in developing a fund-raising strategy for capital and operating funds, providing ongoing funding support, and for technical assistance.

## New State Pilot Community Violence Prevention Project

The Community Services Division has been awarded a \$458,000 grant from the State Department of Social and Health Services to implement a demonstration program for families experiencing multiple types of violence. A specific emphasis will be the development of effective treatment for children suffering the effects of violence and abuse with the goal of breaking the intergenerational transmission of violence and to work with each family member. Additional interests of the project will be to test out collaboration across separate service systems. (Child Protective Services, health/medical, school districts, courts) and the development of standardized protocols between the project and these systems.

Two main agencies will participate in the program: Eastside Domestic Violence Program and Harborview Medical Center. The division will conduct an evaluation of the project and report its initial results to the Legislature by June 30, 1991. It is hoped that the project will show enough success to received ongoing funding for a second and third year in order to continue demonstrating the effects of comprehensive services and/or treatment of families.

RECOMMENDATIONS FOR ACTION BY KING COUNTY

The aforementioned initiatives involving the County must be continued. The following are recommendations for immediate action that the County should take to continue its momentum in domestic violence.

## Recommendation #1: New County Staffing

Provide new county staffing to carry on the program development and integration of funding and services for domestic violence.

The Community Services Division has maintained its leadership role through one professional staff - the

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Women's Program Coordinator. This individual is responsible for administering a program in addition to the heavy demands now being required in these next phases of work in the domestic violence area.

The new responsibilities in domestic violence will require a Domestic Violence Program Coordinator whose responsibilities shall include 1) ensuring the County utilizes all existing earmarked funds to most effectively leverage and coordinate with other jurisdictions' funding; 2) consolidate all county domestic violence contracts; 3) participate in the collaborative planning processes to develop a community based advocacy system that must involve other jurisdictions and the regional network of community-based services providers and the King County Coalition Against Domestic Violence; 4) ensure adequate staffing to the ongoing regional process to ensure that the County's perspectives are represented; 5) coordinate development and provide ongoing liaison with the County's law, safety, and justice domestic violence programs.

Beyond developing the community based advocacy system, the Domestic Violence Program Coordinator will be developing programs and seeking resources to fund other components of the community-based system. For example, a major underfunded area of need is for services to children of domestic violence victims.

**Recommendation #2: Continue Funding Community Domestic Violence Programs**

Continue to provide funding (one time only and ongoing) for development efforts towards the new confidential shelters, start-up costs for the new community-based advocates system, and technical assistance in the development of children's services and in establishing standards for batterers' treatment.

There are unprogrammed funds from 1990 for one-time only activities. The policy and criteria for use of these funds should follow high priority services and programs for which planning is already underway. These are:

1. Providing funding for necessary project coordination to implement the next phase of development and fund raising for the two new proposed confidential shelters. The County provided funding to assist Eastside Domestic Violence program and Domestic Abuse Women's Network in applying for Housing Opportunity Funds. Continuation of support for their efforts is appropriate and needed.
2. One time only start-up costs and technical assistance in setting up the regional system of community-based advocates. It is expected that there will be numerous types of start-up costs such as office equipment, minor



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office renovations, new communication systems, etc., associated with hiring twelve new advocates in community-based agencies throughout the County.

3. Providing technical assistance to providers in the development of children's services, setting up standards for batterers treatment, and identifying new funding sources for other high priority needs.

**Recommendation #3: Develop Children's Services**

Take leadership in developing domestic violence children's services.

Many domestic violence agencies provided varying levels and types of services to children of domestic violence victims. These services are limited, not available in all parts of the county and may not be accessible to all populations. There is a particular need to assess what is currently available, determine the levels and types of interventions and services that children who witness or experience violence need. The pilot Community Violence Prevention Project shall go a long way towards providing initial answers to these questions. Sustained attention and focus is warranted in this area over the next year if we are to address family violence from a holistic standpoint and to break the intergenerational cycle of violence.

**Recommendation #4: Support Adequate State Funding**

Actively support adequate State funding for the continuum of services that families need, and for State certification of batterers.

The highest priority agenda in domestic violence is advocating major funding increases by the State for the continuum of services. Also included is requiring state certification and standards for those providing batterers' treatment. The County has an interest in ensuring both issues are addressed. The County should assist wherever possible to ensure that increased funding is provided. Batterers treatment standards are also long overdue. Coupled with evaluations and better accountability with the courts, it is hoped that perpetrators are prevented from continuing the cycle of interpersonal and community violence.

There is much to be learned as we go forth with these new initiatives. Such learnings will be documented to the extent possible, existing data base system will be built upon, and any new information will be used for education in the

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broader community. Our approach is addressing family violence is to ensure the safety of victims and their children, and to provide them with the necessary support and advocacy to deal with the violence. Batterers must be held fully accountable for their violence and receive treatment. Children need specialized support services. In this way, families will be assisted holistically. These ambitious efforts are necessary if we are to address the crime of domestic violence, keep victims safe, and truly intercede in the intergenerational effects of violence. The above recommendations would ensure that the County will continue to be a major player in these important efforts.

**Recommendation #5: Coordinate With Other Funders**

Continue participation with other funders and jurisdictions, community providers, and United Way in planning and implementing the broader domestic violence service system.

The reality is that the domestic violence service system must be supported by all jurisdictions, local and state, and United Way if it is to be adequately funded. While it is not yet decided the precise structure for this regional coordination, it is essential that the County must remain an active leader and participant in this process.

**IMPLEMENTATION SCHEDULE**

The activities described above will be phased over the next one to three years. The approximate timeline for each activity is outlined below:

1. New System of Community Based Advocates - Plans are to phase-in twelve new advocates through 1991 and 1992. This phasing will attempt to follow the phasing of legal advocates in district courts throughout King County. (as outlined in the previous chapter). An independent timeline will be developed for community-based advocates in Seattle.
2. Integration of Existing Domestic Violence Services - With new county staff in the Community Services Division, the work to integrate new services with existing community based services will be included as part of the setting up of the new system of community-based advocates in 1991 and 1992.
3. Development of New Confidential Shelters - County capital funds are needed in 1991 and operating funds are needed in 1992 as the shelters will begin operation in 1992. Ongoing county technical assistance and funding for project coordination is needed in 1991.
4. Community Violence Project - Will be evaluated by June 30, 1991 and results presented for use by the community at that time.

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