

PROMOTING INNOVATION IN PROSECUTION

PROSECUTOR'S GUIDE
TO
POLICE-PROSECUTOR RELATIONS



JEFFERSON INSTITUTE FOR JUSTICE STUDIES

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July 19, 1999

This project is supported by Grant No. 97-DD-BX-0006 awarded by the Bureau of Justice Assistance to the Jefferson Institute for Justice Studies. The Bureau of Justice Assistance is a component of the Office of Justice programs, which also included the Bureau of Justice Statistics, the National Institute of Justice, the Office of Juvenile Justice and Delinquency Prevention and the Office for Victims of Crime. Points of view or opinions in this document are those of the authors and do not represent the official position or policies of the United States Department of Justice.

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ACKNOWLEDGEMENTS

The concept, format and content of the Prosecutors Guide to Police-Prosecutor Relations is the result of the contributions of many people involved in this BJA program for Promoting Innovation in Prosecution. Our aim is to present material in an informative, easily read and understood format. This guide is the product of substantial amounts of creativity and imagination along with the hard knowledge of what it's like to be a prosecutor thinking about this subject.

We acknowledge with gratitude the substantive contributions of:

*** The prosecutors who served as mentors and host sites:**

Hon. James Gregart, Prosecuting Attorney, Kalamazoo County, MI

Hon. Peter S, Gilchrist, III, District Attorney, Mecklenburg County, NC

Hon. Donald Myers, Solicitor, Lexington County, SC

Hon. Gus Sandstrom, Jr. District Attorney, Pueblo, CO

Hon. Jeanne Smith, District Attorney, Colorado Springs, CO

Hon Henry Valdez, District Attorney, Santa Fe, NM

Hon. Stuart VanMeveren, District Attorney, Fort Collins, CO

*** Staff and consultants who synthesized the knowledge available into this guide:**

Carl B. Hammond, Jefferson Institute, Washington, DC

Noddie Barrion, Jefferson Institute, Washington, DC

Stephen Ward, Assistant District Attorney, Mecklenburg County, NC

We are also grateful to the ingenuity and persistence of

April Nuhn and Wendy Reed, Jefferson Institute, Washington, DC

in developing the presentation format and having the patience to make it all work together.

Finally, we would like to acknowledge the important help and support that we have received from our Bureau of Justice Assistance coordinator, **Jennifer Knobe**. She has fostered and made viable this working partnership between Federal, state and local officials.

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PROSECUTOR'S GUIDE TO POLICE-PROSECUTOR RELATIONS

▪ INTRODUCTION

This guide is for prosecutors. It is designed to help them establish or improve their working relationships with law enforcement agencies. It is also designed to help them identify areas that may be in trouble and areas where better or different relationships would improve the quality of prosecution services in their community.

In this guide, we assume that every prosecutor faces the common problem of how to manage an office with a fixed amount of resources in such a way as to provide quality prosecution services consistent with his or her policy.

Quality in prosecution is influenced by the quality of policing in your jurisdiction. The best possible environment for prosecutors occurs when the prosecutor routinely receives police reports that contain enough information so that filing decisions can be made in a timely fashion and cases can be disposed in a satisfactory manner.

This guide focuses on the relationships between the police and prosecutor throughout the adjudication process. It has a very simple goal: to show that there are a number of ways available to prosecutors that can directly influence both the quality of policing and prosecution. It emphasizes alternatives for improving communication, collaboration and coordination between the prosecutor and the numerous law enforcement agencies that operate in his jurisdiction at varying levels of performance. Although the guide may not necessarily solve specific problems, it should, at least, help prosecutors think about different ways of doing things.

▪ ORGANIZATION OF THE GUIDE BOOK

Section one of the guide asks the prosecutor to assess the police-prosecutor environment within which he or she works. It asks the questions, "What are my major problems and what aspects should I focus on for improvement?"

Section two describes how to achieve good police-prosecutor relations in Eight Easy Steps. It is based on a simple theme originally developed by Walt Kelly¹ and expounded by his hero, POGO. “We have met the enemy and he is us.”

The first step starts with the agreement of the prosecutor, chiefs of police and the sheriff to work together in controlling crime and protecting the public.

The second step examines ways in which this policy level agreement can be translated into workable procedures that educate both police and prosecutors about the needs and limits of these two different perspectives.

The third step presents some techniques for improving the quality and timeliness of police reports.

The fourth step examines ways to make police contact with the prosecutor’s office easier and more effective.

The fifth step looks how law enforcement can help the prosecutor as their cases move toward trial and disposition.

The sixth step promotes sharing successes with law enforcement and developing long-term relationships between the police and prosecutors.

The seventh step addresses the power of joint police-prosecutor operations.

The eighth and final step focuses on the improvements that police and prosecutors together can make in the community if they reach beyond their traditional duties.

Section three helps prosecutors identify the next steps – actions that can be taken and in their opinion should be taken next. Law enforcement officials and prosecutors should be able to use this action list as a guide to developing an action plan.

We hope that after using the guide, you will be able to identify areas of interest to you and start the task of making change. You may still need help from others in the form of advice, technical assistance or training. But you should be able to seek this assistance with a better understanding of the dimensions of the problem that you are addressing.

¹With many thanks to: *I Go Pogo*, Walt Kelly, (1952). Simon and Schuster; New York.

- **READING THE GUIDE BOOK**

This guide should be read with the understanding that police-prosecutor relationships are dynamic. They are constantly changing due to a wide variety of reasons not the least of which is changes in the leaders (police chiefs and prosecutors), changes in the type of crime in the community, and changes in policy and procedures. What works in one jurisdiction at one time may not work in another or at a later date. Because of this variability, prosecutors should scan this guide to find ideas that can be tailored to their situations. It is up to the prosecutor to pick and choose those pieces that can improve his present relationship with law enforcement.

The technique used to present materials in the guide is to first present the problems that are most commonly expressed. We have presented them as "gripes". The comparison and contrast between police gripes and prosecutor gripes illustrates the different dimensions of the problem for one particular aspect of police-prosecutor relations.

Alternative ways to resolve or reduce some of the gripes are offered in the form of questions starting with the phrase "why not?" The technique of offering alternatives as a series of "why not's" is used to let the prosecutor know that he can accept or reject any alternatives as he sees fit.

Each of the alternatives are briefly described and followed by suggestions for action or steps that can be taken to implement change. All of the suggested actions are based upon reality. They have been observed in practice in at least one of the offices that participated in the innovation project. Where appropriate, site examples are presented to give richer context for the suggested directions the prosecutor may want to pursue.

At the end of the guide, we have attached a form which we hope you will use to provide us with feedback, questions, corrections and additions, It is important that this guide be maintained and updated as new tactics and strategies prove successful. Your input and reactions become a valuable part in making this happen.

Remember, there is no single answer, no best approach to achieving good police-prosecutor relations and meeting the goals of early, efficient and acceptable dispositions. There are only a series of different ways of doing things which, alone, represent good approaches and, in combination, may even produce successful results for the entire police-prosecutor environment.

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SELF ASSESSMENT

Oh, well, eh

You mean there's
a simple test

that diagnoses

police-prosecutor relations?



A SIMPLE DIAGNOSTIC TEST

ANSWER HERE



Q1. Do you have more than 10 local law enforcement agencies in your jurisdiction?

_____ 1. Yes _____ 5. No

Q2. What percent of your caseload is contributed by the largest agency?

Q3. How often does the chief prosecutor or his deputy meet with the heads of law enforcement agencies?

Circle number that applies

- 5. Regularly scheduled meetings
- 3. Meetings as needed
- 1. Infrequently

Q4. Grade the overall quality of evidence collection and protection in the: (*circle one*)

	Excellent	Fair	Poor
1. Largest agency	5	4	3
2. Other agencies	5	4	3

Q5. Grade the overall quality of police reports submitted by: (*circle one*)

	Excellent	Fair	Poor
1. Largest agency	5	4	3
2. Other agencies	5	4	3

Q6. Are the detectives in the largest agency specialized by type of crime (e.g., homicide, drugs, crimes against persons, property crimes, sex crimes, etc.)?

5. Yes 1. No

Q7. Has the prosecutor's office designed forms for police use?

5. Yes 1. No

Q8. Are they used?

5. Yes 1. No 3. Sometimes

Q9. How many days after felony arrests are police reports typically received by the prosecutor's office for:

- 1. Violent crimes _____
- 2. Property crimes _____
- 3. Drug offenses _____

SCORE HERE



Q1. Enter number checked _____

Q2. Enter 1 if less than 50%
Enter 5 if 50% or more _____

Q3. Enter number circled _____

Q4. Enter appropriate number
Largest agency _____
Other agencies _____

Q5. Enter appropriate number
Largest agency _____
Other agencies _____

Q6. Enter number checked _____

Q7. Enter number checked _____

Q8. Enter number checked _____

Q9. Enter 5 for one or less days
Enter 1 for two or more days

- 1. Violent _____
- 2. Property _____
- 3. Drug _____



A SIMPLE DIAGNOSTIC TEST

ANSWER HERE



Q10. Grade the response of the police to prosecutor's requests for additional information. *(circle one)*

	Excellent		Fair		Poor
1. Largest agency	5	4	3	2	1
2. Other agencies	5	4	3	2	1

Q11. How often are there discussions between law enforcement and prosecutors about felony cases before charges are filed by the prosecutor?

5 4 3 2 1

[] Always [] Frequently [] Sometimes [] Rarely [] Never.

Q12. How often are police involved in discussions about felony cases with respect to:

	5	3	1
	<u>Routinely</u>	<u>Sometimes</u>	<u>Rarely/Never</u>
Strength of evidence	[]	[]	[]
Plea Negotiation	[]	[]	[]
Prosecution plan	[]	[]	[]
Search warrants	[]	[]	[]

Q13. Assess police availability in court as witnesses

- [] 1. Continuing problem
- [] 2. Frequently a problem
- [] 3. Sometimes a problem
- [] 4. Rarely a problem
- [] 5. Never a problem

Q14. Are there joint programs between the police and prosecutor in the areas of:

- (check all that apply)*
- [] Violent offenses
 - [] Drug programs
 - [] Career criminal/repeat offender
 - [] Child sexual abuse
 - [] Domestic violence
 - [] Other _____

SCORE HERE



Q10. Enter appropriate number

- 1. Largest agency _____
- 2. Other agencies _____

Q11. Enter appropriate number _____

Q12. Enter appropriate number

- Strength of evidence _____
- Plea Negotiations _____
- Prosecution plans _____
- Search Warrants _____

Q13. Enter appropriate number _____

Q14. Enter 5 for each program area checked

- Violent _____
- Drug _____
- Career criminal _____
- Child sex abuse _____
- Domestic violence _____
- Other _____

ENTER TOTAL SCORE HERE:

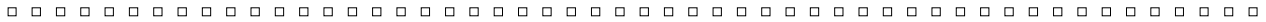


DIAGNOSIS

Write the score that you recorded on the previous page and find your location on the chart below.



SCORE



Score

135-114



You enjoy an excellent police-prosecutor environment. Scan the rest of the guide for new ideas or other interesting changes you might want to make. You are in the enviable position of being able to be innovative in this area. Because your fundamental relationship is solid and operating procedures are effective, you can safely experiment with new ideas and new programs.

113-92

Your police-prosecutor environment is good. There are some solid relationships that exist although you may find some areas needing attention. On the whole, however, you have a good police-prosecutor relationship with few problems. See the next page for some special areas of interest and read the guide for ideas to enhance your environment.

91-70

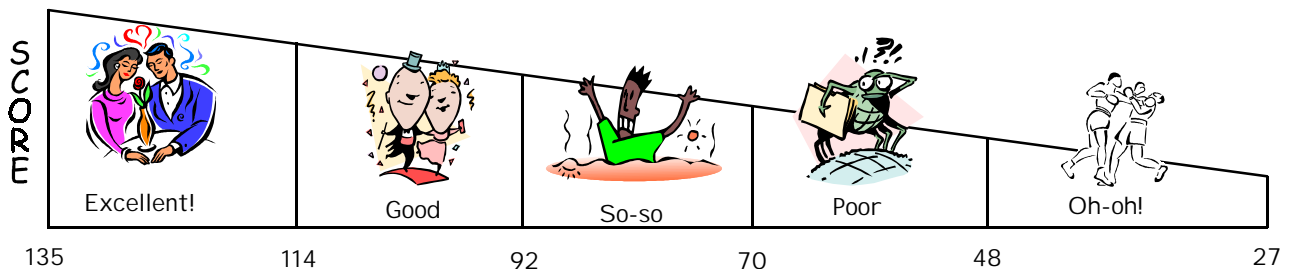
Your relationship with the police is average. There are probably a number of areas that need strengthening. Look at the special areas identified on the next page to give you an idea where the problem areas might be located. Then read the guide. Focus on those areas that cover your more immediate needs.

**69-48
and
47-27**



If your score falls within these ranges, your police-prosecutor environment ranges from poor to terrible, respectively. If you are in either group, you should give immediate attention to this aspect of prosecution because it will have a serious detrimental effect on your ability to keep poor cases out of the system, to use your own resources efficiently and to obtain the top quality prosecutions that you should have. Read the guide carefully to identify areas where you can start the process of change, especially Easy Step 1 where it all begins.

What is the condition of your relations?





Of Special Interest

Every time you scored a 1, 2, or 3, you identified areas that may need attention. If your low scores occurred in the following questions, then the following comments may be of special interest to you.

If you scored 1s, 2s, or 3s

- Q1 - Q3** Your immediate need is to develop communication and agreement at the top policy levels. See Easy Step 1 in particular.
-
- Q4 - Q5** You might want to examine the power of specialization to improve working relationships especially between detectives and prosecutors. Easy Step 2 and 5 should be of special interest to
-
- Q6 - Q8** Emphasis should be given to report writing, the use of standardized forms or narratives and educating police about what the prosecutor needs to file charges and successfully prosecute. Easy Steps 3 and 4 may be of special interest to you.
-
- Q9 - Q13** You may be ignoring or downgrading the value of police as part of the prosecution team. By involving them in the entire prosecution process, you can increase the likelihood of obtaining solid prosecutions and not wasting time on unproductive cases. Easy Steps 5, 6 and 7 should be of interest to you.
-
- Q14** You may be missing an opportunity to strengthen existing police programs, attracting additional grant funds for joint programs, and reducing particularly troublesome crime problems in your community. Easy Step 7 and 8 may be of interest to you.

If overall, your scores were on the high end (4s or 5s), then:

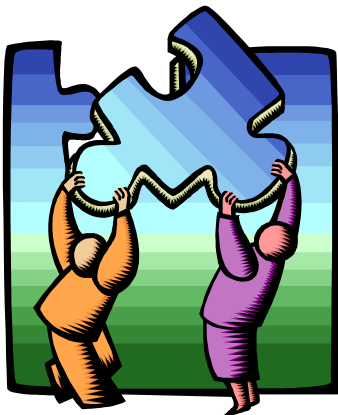
Look to reaching out into the community and developing new programs and initiatives with the police. Review Easy Step 8 for some ideas and suggestions.

EIGHT EASY STEPS



Good

Police-Prosecutor



Relations!



Easy Step One:

AGREE TO AGREE

The public wants one thing; the prosecutor another.

We work cases and he breaks them down.

My priority is 911 calls, not court calls.

I report to the mayor, not the DA.

Police Gripes

The DA has a different agenda than mine.

If they fund more police without funding us — who will do their work?

The only time I see the chief is on TV.

The chief starts a new program without even asking if it will affect me.

Prosecutor Gripes

We need automation, not police cars.

So what if the jail is overcrowded, let the sheriff build a new one.

“We have met the enemy and he is us”



—POGO



Breaking the mold

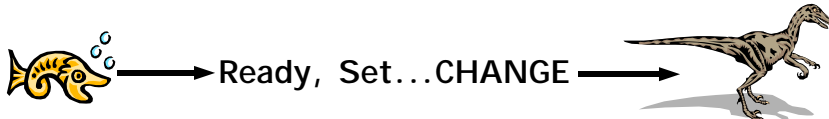
Why not create a criminal justice policy board, revamp the existing one, or establish task forces?

Someone has to set criminal justice priorities! Work within the framework of a board or task force which may include the prosecutor, chiefs of police, sheriff, city or county attorneys, juvenile justice authorities and representatives from the local government. Agreeing on a mutual agenda with police gives both of you a powerful voice in setting priorities.



Remember: The prosecutor has the power to foster better communication and planning between law enforcement and prosecution.

Site example — In Sullivan County (Blountville) TN, the District Attorney General formed a domestic violence task force with the chiefs, sheriff, criminal court clerk, and head of probation to improve law enforcement and prosecution. The group raised over \$50,000 in cash and equipment for police cruisers, officer training, etc. The prosecutor instituted a “don’t drop” policy resulting in more arrests and convictions.



- Establish criminal justice priorities e.g. juvenile gangs, drug trafficking, domestic violence, or drunk driving.
- Develop joint programs, collaborate on new tactics, or change procedures that don't work well.
- Identify areas needing system-wide upgrading such as technology and automation, and jointly push for them.
- Establish ad hoc work groups to set long-term goals and develop plans for programs that will take more than one year to implement.
- Lobby the legislative and funding agencies together.





Easy Step Two:

WORK WITH EACH OTHER

Police Gripes

Every time I bring a case over, the prosecutor finds something wrong with it.

The prosecutors never come to the crime scene even when asked!

Each time I call over, I get a different ADA who wants something else.

I call for advice about a search warrant and get a baby assistant who doesn't know anything about them.

Prosecutor Gripes

It's the Keystone Cops. They can't even protect a crime scene.

The detectives' search warrants are terrible, I spend all my time rewriting them.

They have no clue what it takes to make a case. Do they get any training?

If only they would give us more info, like who the witnesses are and what they will testify to.

"We have met the enemy and he is us"



—POGO

Breaking the mold

Why not adopt the principles of specialization?

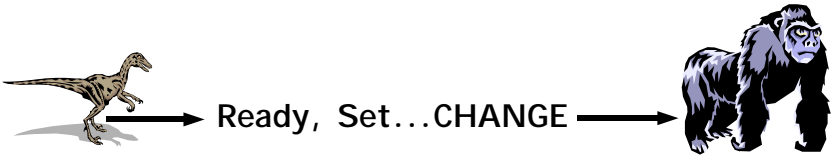
- □
- **Site example** — Small teams □ □
- are used in Kalamazoo MI, □ □
- Colorado Springs CO and □ □
- Charlotte NC. ADAs rotate □ □
- through the teams. They □ □
- learn more and faster rather □ □
- than prosecuting an □ □
- alphabet soup of cases. □ □
- More importantly, the team □ □
- and the detectives both □ □
- receive training in their □ □
- specialties. □ □
- □ □ □ □ □ □ □ □ □ □ □ □ □ □ □ □

Specialization is an accepted practice in police agencies. Look at homicide detectives, auto theft bureaus, juvenile and gang units, arson squads and so on.

Small and medium size prosecutor's offices may not have enough staff to formally organize them into special teams. But informally there are some assistants who may act as experts in prosecuting specific types of crime (e.g. domestic violence, child sex abuse, drugs, and violent crimes).

- The major benefits of specialization include:
- On-the job training of police by experienced attorneys about prosecution needs;
 - Increased communication and camaraderie between police and prosecutors;
 - Shared interest by the police and prosecutors in obtaining good dispositions; and
 - Reduced assistant shopping.

Caution! Some police departments would like the prosecutor to create teams that correspond to police districts. Be careful! You need to consider whether you have enough attorneys to assign to each district; whether the workload will be the same in each district (probably not); and whether the attorneys in the district will prosecute their cases or whether they are forwarded to the main office for prosecution. Look at the literature and experiences of other prosecutors before you make this decision. The experience of the DA in Charlotte, NC may be helpful.



- □
- **Site example** — In Charlotte □ □
- NC, the property crimes □ □
- team increased the □ □
- emphasis on property crime □ □
- prosecutions. The team □ □
- developed new protocols □ □
- and priorities with the police □ □
- for prosecutions. □ □
- □ □ □ □ □ □ □ □ □ □ □ □ □ □ □ □

- Identify the special skills and interests of your attorneys. Name them as specialists.
- Notify the law enforcement agencies that experts are available for consultation and advice.
- Discourage other assistants from prosecuting in these specialties until they are experienced enough to do so.
- If you have enough attorneys, create small teams for certain offenses like sexual assault, child abuse, drug cases, to work with police in case preparation.





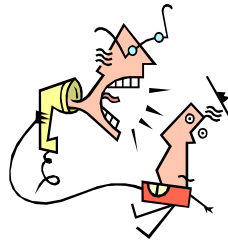
Easy Step Three:

HELP POLICE IMPROVE REPORT WRITING

Sure there is some delay, but blame the desk sergeant, not me.

What they want depends on which assistant is on the warrant desk.

Now just how is it my fault that the lab reports always come in late?



Police Gripes

We give them as much information as we have at the time but they want it all wrapped up in a neat package.

The departments differ so much, how can you count on getting good reports?

I know they aren't Shakespeare, but can't these guys even write?



Prosecutor Gripes

I'm a trial lawyer. I don't have time to train every one in report writing.

A major weakness in our prosecutions is because of the lousy police reports.

"We have met the enemy and he is us"




—POGO

 Breaking the mold

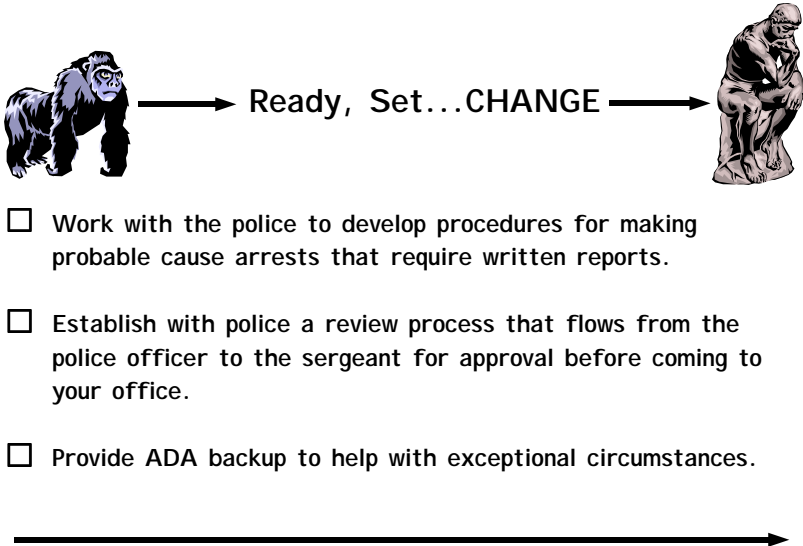
Why not require written reports from law enforcement before authorizing or filing charges?

Verbal reports from police often produce bad cases, high dismissals and a lot of unnecessary work. Written reports provide more complete information for charging decisions. Properly designed they also reduce requests to police for follow up information.

Caution!

 Changing police reports is not an overnight task. Start with your most supportive law enforcement agencies or the smaller ones in your jurisdiction that can make changes more easily.

Site example —In Colorado Springs CO, the police designed probable cause affidavits that outline the police charges. In-custody reports initiated by patrol are routed to the detective section, reviewed and then given to the filing deputy DA. Almost all case reports are typed. They identify the witnesses and include summaries of their expected testimony. Also included with the report is discovery material and a copy already prepared for defense counsel.



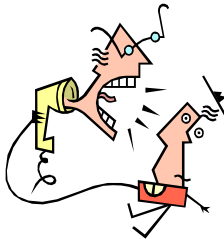


Easy Step Four:

MAKE POLICE CONTACT WITH PROSECUTORS EASIER

I can usually find an ADA who will take my case, but I have to beg.

They rotate ADAs so fast you never know who you're dealing with.




Police Gripes

They take better care of their witnesses than us. What am I, chopped liver?

How can I know what they want when they don't return my calls?

Even when the case stinks, they expect it to be prosecuted.

Every time I have to call the arresting officer he is either not available, on call, or off duty.



Prosecutor Gripes

I have walked so many dogs around this office I feel like a vet.

They have no clue about what we have to do to get good dispositions.

"We have met the enemy and he is us"



—POGO



Easy Step Five:

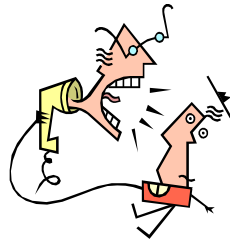
INVOLVE LAW ENFORCEMENT IN CASE PROCESSING

*They cut deals,
never tell us and the
next thing we know
we have this dirtbag
back on the streets.*

*Some of those
ADAs are afraid to
go to trial. Are they
eunuchs?*

*I arrest.
You convict.
Get the picture?*

*When I contact
them, all they do is
complain about the
reports they need.*



Police Gripes

*They schedule us for
court then don't tell us
the case was dismissed
or continued.*

*They didn't tell us
their star witness was
a crack-addicted
whore.*

*They never pass on
information they
hear about after the
case is charged.*



Prosecutor Gripes

*They have an opinion
about everything else.
Why not help us with
sentencing?*

*They are
unprepared. Half
the time they don't
even send the
drugs to the lab for
testing.*

*Where are they?
They don't show up in
court when we need
them.*

"We have met the enemy and he is us"



—POGO



Breaking the mold

Why not treat police officers as valued members of the trial team?

It is important to destroy the mindset that says, "Once I've made the arrest, my job is over". Extending working relations into the case processing system produces better investigations, more complete and up-to-date information about the suspect, witnesses and acquaintances and even new leads to other crimes. As police begin to understand the needs of the prosecutor and how valuable their input is to successful prosecutions, cases improve dramatically, along with the morale and working relationships.



Remember: A joint strategy lets the police build a case that they consider factual AND the attorneys consider presentable in court.

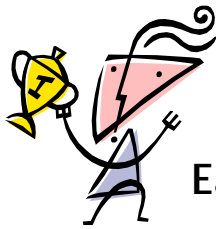


Ready, Set...CHANGE



- Involve law enforcement in every step of the adjudication process.
- Respond quickly to help detectives "flip" an arrestee before he is placed in open jail.
- Establish criteria with the police for identifying defendants where opposition to bail is important (e.g. repeat offenders, career criminals, etc.).
- For probable cause hearings or grand jury, make sure police know the deadlines you operate under and the timing and availability of evidence that you need for these hearings.
- When you are actively negotiating a plea, keep the officer or detective informed of the progress of the negotiations and listen to their opinions.
- Notify the officer when a plea agreement has been reached and what it is.
- If the case goes to trial, be sure the officer is prepared to testify, knows the important elements to present and can update you on any late breaking developments.
- Notify the officer when the jury has reached a verdict so he can be present to hear it along with you.
- Don't keep the chief or the sheriff in the dark about unfavorable outcomes.





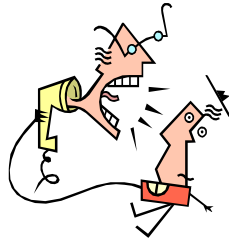
Easy Step Six:

SHARE SUCCESSES WITH LAW ENFORCEMENT

The DA takes all the credit if he gets a conviction. If he loses, it's our fault.

If you want the DA at a crime scene, tell him there is a news crew on the way.

The DA has no concept of what we do and what we put into a case.



Police Gripes

The only thing bigger than the DA's budget is his ego.

All the DA does is blame us for bringing bad cases.

All police are interested in is the numbers. More arrests equals better policing.

Their detectives aren't available during our business hours.



Prosecutor Gripes

They need training, we have to cover for them all the time.

I would rather they climb a little higher up the investigative ladder to get more serious criminals especially drug distributors.

"We have met the enemy and he is us"



—POGO



Easy Step Seven:


ENCOURAGE JOINT OPERATIONS

We work long and hard to break a case and all the prosecutor does is break it down.

We arrest a violent repeat offender and first thing I know, he is out on the street.

All prosecutors want is high media cases so they can take all the credit.

They expect us to foot all the bills for joint operations.



Police Gripes

We can't afford new programs we can barely do our jobs now.

If the police would let us know what they were doing we could help them bring us a stronger case.

The cops are after numbers, we want to get up the ladder.

We can't work with the police on new programs even if we wanted to, we don't have the resources.



Prosecutor Gripes

We can only respond to what police bring us. They don't plan any special programs. They just respond to calls for service.

"We have met the enemy and he is us"




—POGO



Breaking the mold

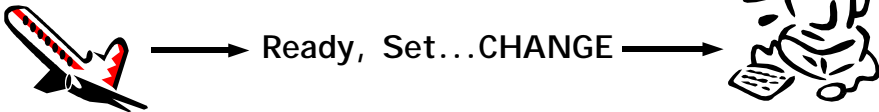
Why not coordinate victim-witness services between police and prosecutor?

The victim-witness coordinator is a relatively new function. In some jurisdictions, law enforcement agencies employ victim-witness personnel to assist the victim and investigators at the earliest stages of their investigation. As a result victims and witnesses receive a continuity of services and protection. The prosecutor benefits from improved transfers of relevant information.



Remember: Police and prosecutors are natural allies in fighting crime and promoting public safety.

□ □ □ □ □ □ □ □ □ □ □ □ □ □ □ □
 □ Site example — In Pueblo □
 □ CO, victim advocates at □
 □ police stations are □
 □ volunteers who train police □
 □ to take pictures of children □
 □ and abused adults, to be □
 □ sensitive to victim’s needs □
 □ and refer them to □
 □ community services. Some □
 □ of the advocates go to the □
 □ crime scene. They work □
 □ closely with the prosecutor □
 □ and the domestic violence □
 □ task force. □
 □ □ □ □ □ □ □ □ □ □ □ □ □ □ □ □



- Work with the chief or sheriff to help establish victim-witness services in law enforcement if they do not presently have these positions.
- Make sure that your victim-witness staff meet regularly with their counterparts in law enforcement agencies to support the transfer of information between the two groups.





Easy Step Eight:

REACH OUT TO THE COMMUNITY

We are trained professionals, the public can't do our job.

Why do community policing if the prosecutor doesn't help?

We're here to arrest crooks not treat them with kid gloves.



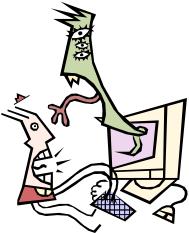
Police Gripes

I'm a cop. I'm not a social worker.

What happened? The public doesn't trust us.

I'd be voted out of office if I didn't prosecute crimes.

I have enough to do without taking on added work. Let the warm and fuzzy types set up programs.



Prosecutor Gripes

My job is to prosecute not be "soft on criminals".

My voters elected me to "lock em up and throw away the key".

What can I do in the community? Let the police and public work together.

"We have met the enemy and he is us"



—POGO



Breaking the mold

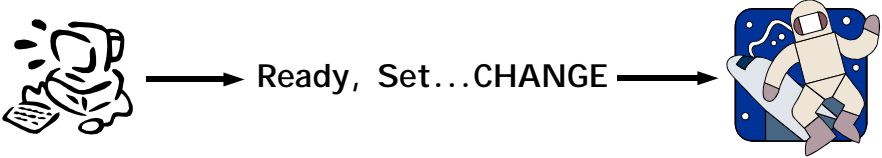
Why not focus on quality of life crimes?

Crimes like drunk and disorderly, drinking in public, soliciting, loitering, graffiti, trespassing, illegal sales to minors, etc. are often called quality of life crimes. They may seem less important (to you) but they are most visible to the citizens who have to live with them.

These crimes can be controlled. Police presence followed up by strong prosecution and severe sentences sends a powerful message that crime will not be tolerated, not even the least serious. Restoring the quality of life in a neighborhood increases business for stores, makes communities pleasant and safe and reduces calls for service.

Remember: The team of police, prosecutors, and city and county agencies are unbeatable weapons in maintaining and improving the quality of community life.

- □ □ □ □ □ □ □ □ □ □ □ □ □ □ □
- **Site example** – In Santa Fe □
- NM, the district attorney has □
- a public liaison staff person □
- to handle all citizen walk-ins □
- and calls and refer the □
- citizens to other county, city □
- and public agencies if the □
- matters are not of □
- prosecutorial interest. □
- □ □ □ □ □ □ □ □ □ □ □ □ □ □ □



- Join with the police in a crusade against their community's most troublesome crimes.
- Enlist the support of the business community, neighborhood associations, and public service organizations and religious groups to help report crimes or infractions.
- Educate the police about what the courts need to prosecute these minor offenses. Follow through with strong prosecutions. Make sure the courts are aware of your “crusade” so they will impose strong punishments.
- Obtain the support of the mayor and/or county commissioners for your crusade. Show where the savings to the community begin.



 **Breaking the mold**

Why not give the public and media a voice in defining priorities for action in their communities?

Citizen commissions, representing neighborhoods, created under the auspices of the mayor or county council, can help set priorities for action. Their priorities may not match yours or law enforcement's but they are valid nonetheless and need to be considered by both agencies. The benefit is that the public becomes educated about the strengths and limitations of both police and prosecution.



→ Ready, Set...CHANGE →



- Have your attorneys and police representatives meet regularly with citizen and community groups to identify issues and priorities.
- Create or support a police-prosecutor newsletter discussing the priorities for other members of the local government and the public.



Remember: New immigrants may have vastly different perspectives about police, prosecutors and the courts.

Why not reach out to the ethnic, minority and other underrepresented groups?

Many in these groups need to be educated about our criminal justice system. Often feelings of distrust and impotence keep them away from the very agencies that can help or protect them. It is vitally important that they are educated about the criminal and civil justice systems. The police and prosecutor can play major roles in their education through a variety of techniques.



→ Ready, Set...CHANGE →



- Sports and recreational activities are tried and true ways to let kids learn about your world. Trips to museums and sightseeing events make prosecutors and cops more human.
- Citizen academies sponsored by the prosecutor or the police educate adults about the law and criminal justice.
- Awards events, banquets or luncheons inspire others to emulate their successes.
- Ride along programs for police and honorary prosecutor days attract new supporters of law enforcement and prosecution.



Ready, Set ... CHANGE

FORGET

Now that I

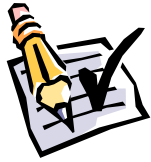
learned all about

police-prosecutor

relations,

WHAT NEXT?





Easy Action Steps

Check each box where you think more work is needed.

1. Easy Step: Agree to Agree

- Hold regularly scheduled meetings with law enforcement
- Distribute monthly reports on dispositions to law enforcement agencies
- Develop police-prosecutor priorities for the criminal justice policy board
- Provide awards for law enforcement excellence
- Support police accreditation efforts relating to case report preparation

2. Easy Step: Work with each other

- Use specialists or small teams to work with law enforcement
- Designate on-call attorneys 24/7
- Monitor the status of cases pending additional information
- Make warrant request procedures efficient
- Reduce police presence for processing high volume misdemeanor and traffic cases
- Streamline police involvement in citizen complaints

3. Easy Step: Help Police Improve Report Writing

- Require written reports from law enforcement before authorizing or filing charges
- Develop standard forms for police reports
- Train police to assemble case reports
- Reduce requests for additional information to **page 7**

4. Easy Step: Make police contact with prosecutors easier

- Facilitate communication at intake
- Improve communications during prosecution phases

5. Involve law enforcement in case processing

- Recognize differences in perspective and use them to strengthen prosecutions
- Treat police officers as valued members of the trial team
- Extend victim-witness services to police
- Help law enforcement with testifying techniques

6. Share successes with law enforcement

- Praise law enforcement agencies when they make good cases
- Make sure accountability exists for all decisions

7. Encourage joint operations

- Take the lead in developing joint programs
- Coordinate victim-witness services between police and prosecutor

8. Reach out to the community

- Focus on quality of life crimes
- Use legal knowledge to find non-traditional solutions to problems
- Give public and media a voice in defining priorities for action
- Reach out to the ethnic, minority and other under-represented groups
- Seek grant and foundation funds for new programs

Now, let your staff complete the form.
Then, after your meeting with them, **meet** with law enforcement officials.
Do they agree with you?

"We have met the enemy and he is not \wedge us"



Y'KNOW, CHILE, CRITTERS IS NICE,
BUT HUMAN BEANS STILL MAKES THE BEST PEOPLE.



BYE BYE, POGO

For More Help
Refer To

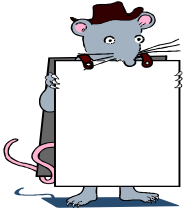
PROSECUTOR'S GUIDE TO:

Management
Information

Case Management

Intake
& Screening





We would like to hear from you!

Please send us your comments
and corrections



Name:
Office:
Address:

Phone: () *Date:*
Subject: Guide to Police-Prosecutor Coordination



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