

100 DAY REPORT

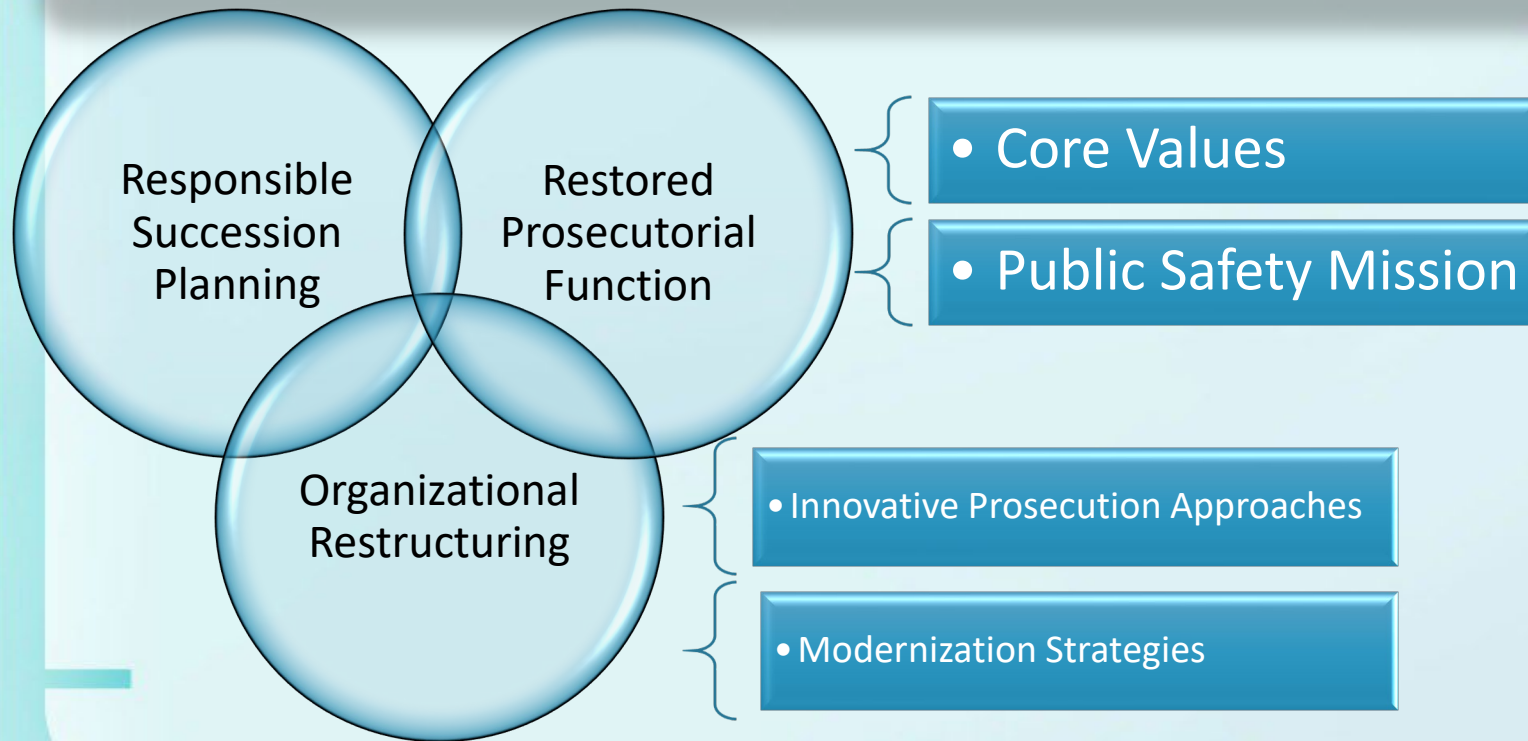
Riverside County District Attorney's Office

District Attorney Michael A. Hestrin



THE FIRST 100 DAYS

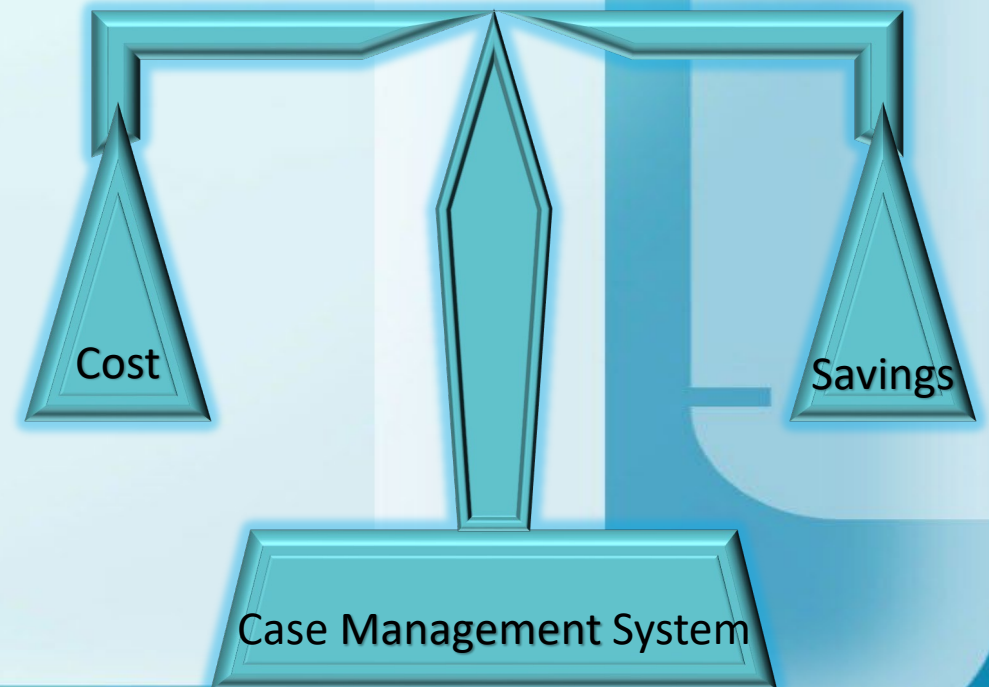
Within the first 100 days of the new administration, the District Attorney's Office has worked diligently to implement a renewed vision that maximizes technological efficiencies and reduces cost.



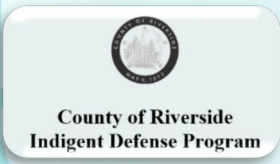
OUR TOP PRIORITIES

Seven Immediate Office Priorities

1. Replace our grossly outdated 1998 case management system by 2017, and modernize our existing technology through a reinvigorated *Technology Services Bureau*.
 - ▶ Will result in significant savings across the entire office, making this project a *budget neutral* endeavor!



THE CURRENT MODEL



THE CURRENT MODEL



ROADMAP



18 Months

- Workflow Models
- CMS Evaluation
- Training



24 Months

- New CMS Implemented
- Less Paper Prosecutor



48 Months

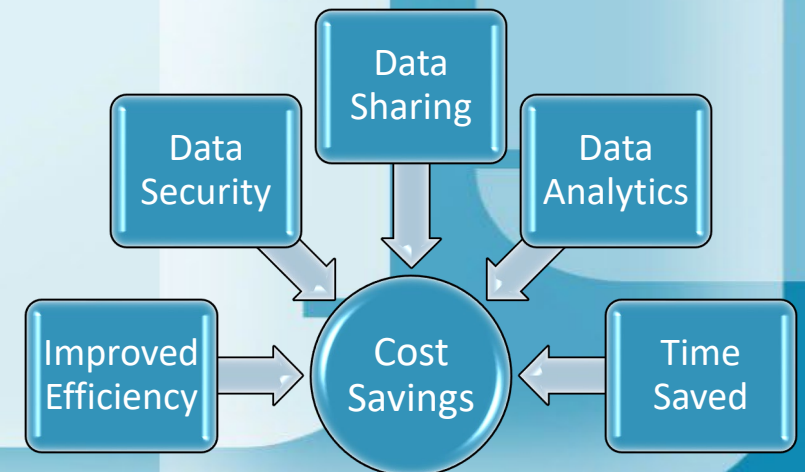
- Partner Integration
- Paperless Prosecutor

TOP PRIORITIES

Significant Accomplishments

Technology Services Bureau

- ▶ **Staffing Needs**
 - ▶ Staff to support the day-day operations of our network
 - ▶ Staff to replace the antiquated case management system
 - ▶ A new data management system is imperative for the DA's office
- ▶ **Case Management System**
 - ▶ Create a countywide paperless criminal justice system
 - ▶ Save millions in taxpayer dollars



OUR TOP PRIORITIES

Seven Immediate Office Priorities

2. Create Integrated Trial Team prosecution model;
3. Create Countywide *Criminal Filing and Early Disposition Unit* staffed with experienced senior level prosecutors;
4. Create Countywide *Career Prosecutors Unit*
 - ▶ Comprehensive training first 2 years
 - ▶ Ongoing career development
 - ▶ Revamped countywide *Training Unit*;



OUR TOP PRIORITIES

Significant Accomplishments

Creation of New Career Prosecutors Unit

- ▶ A novel countywide prosecution unit handling misdemeanor crimes, comprised of novice attorneys in their initial years as deputy district attorneys.
- ▶ NCPU team at each geographical office location is assigned a trial team leader who is a senior level attorney.



Career Prosecutor
Unit

OUR TOP PRIORITIES

Significant Accomplishments

Creation of Integrated Trial Teams

- ▶ Maximize efficiencies and improve prosecutorial effectiveness
- ▶ Commenced in our Eastern Division vertical prosecution units
 - ▶ Sexual Assault/Child Abuse, Homicide/Crimes Against Peace Officers (CAPO), Gangs/CAPO, and Domestic Violence
- ▶ Next Western Division – Riverside Office, followed by Southwest/Mid-County Division - Murrieta and Banning Offices
- ▶ 4-6 DDAs, 2-3 investigators and support personnel, including clerical staff, a paralegal, investigative technicians and victim service advocates
- ▶ Team led by an assigned senior level DDA known as the *Trial Team Leader*



Integrated Trial Team

OUR TOP PRIORITIES

Significant Accomplishments

Creation of a Countywide Filing Unit

- ▶ Staffed with senior prosecutors experienced in handling the most complex and serious trials, reporting to a single supervisor, and utilizing uniform filing protocols throughout the county
- ▶ Make initial best settlement offer at the filing stage to encourage early disposition of those 94% of filed cases that ultimately will plead, thereby preserving limited criminal justice resources
- ▶ Modernize how we do business
 - ▶ Upgrade to laser printers from 1970s dot matrix printers
 - ▶ Save thousands of dollars in paper costs
 - ▶ Ensure infrastructure in place for future e-filing



Criminal Filing and
Early Dispositions

OUR TOP PRIORITIES

Significant Accomplishments

Office Reorganization

- ▶ Executive and Attorney Management teams

Bureau of Investigations

- ▶ Promotion of new Chief
- ▶ Competitive promotion of three Assistant Chiefs
- ▶ New priorities
 - ▶ Reestablishing a healthy working relationship with County Human Resources
 - ▶ Reinstating open recruitment to add mid-career investigators to the office with a focus on filling grant-funded vacancies
 - ▶ Increase Bureau transparency by creating strategic planning peer volunteer groups and inviting line staff to attend frequent Department Management Team (DMT) meetings throughout reorganization discussions



OUR TOP PRIORITIES

Seven Immediate Office Priorities

5. Repurpose existing countywide Training Unit

- ▶ Cost neutral state-of-the-art interactive courtroom
- ▶ Advocacy and supervision/leadership training program for attorneys and supervisors at all experience and practice levels
- ▶ Educational programs for all disciplines within the office (Victim's Services, Investigations, and Clerical)
- ▶ Collaborative trainings for Riverside County law enforcement agencies
- ▶ Better manage internal departmental risk
- ▶ Collaboratively partner with other county agencies to avert potential future liabilities



OUR TOP PRIORITIES

Significant Accomplishments

Repurposing of Countywide Training Unit

- ▶ Provide training for prosecutors and paralegals on best practices and legal issues, and facilitate trainings for all District Attorney non-legal staff, to include the Investigations Bureau, Clerical, Technology Services Bureau, Paralegal and Victim Services personnel
- ▶ Resources of the Training Unit are being expanded and redeployed to provide:
 - ▶ A state-of-the-art interactive courtroom advocacy training program for prosecutors of all experience levels and areas of practice;
 - ▶ A countywide management and leadership education program specific to our office; and
 - ▶ An innovative approach to new and probationary prosecutor training

OUR TOP PRIORITIES

Seven Immediate Office Priorities

6. Create countywide Crime Prevention Unit to implement innovative, collaborative and proactive community-based outreach strategies directed to our youth, parents and recent offenders.

- Couple with essential traditional reactive crime reduction and deterrence models of prosecution, punishment and forfeiture
- Greater impact on future public safety in *our* neighborhoods, schools and communities;



OUR TOP PRIORITIES

Significant Accomplishments

Create Crime Prevention Unit

- ▶ One of the top priorities of this administration is to ensure the DA's Office makes every effort to safeguard public safety for the people that live in and visit our County:
 - ▶ **Youth Accountability Team (YAT)** program – Diverting first-time juvenile offenders from the criminal justice system by providing comprehensive services, support, supervision, and structure that promotes success and responsible citizenship;
 - ▶ **Project Safe Neighborhoods (PSN)** program – Providing parent training and gang awareness presentations to youth, parents, and community organizations to steer youth away from gangs, drugs, and delinquency; and
 - ▶ **Student Attendance Review Board (SARB)** program – Combating truancy in collaboration with local school districts through an extensive process of accountability and school and community support for families struggling with their children's attendance issues.

Collaborative

Proactive

Community-
Based
Outreach

OUR TOP PRIORITIES

Significant Accomplishments

Community Outreach

▶ **Women Wonder Writers**

- ▶ We are a proud supporter of Women Wonder Writers™ (WWW), a 501(c)(3) nonprofit youth mentorship and life skills organization

▶ **Real Men Read**

- ▶ Targeting young men in our local communities who are at-risk of entering the criminal justice system, using strong male role models to demonstrate that reading is fun and literacy matters
- ▶ Students learn life skills for future employment – from how to tie a tie to job interview skills



THE FIRST 100 DAYS

Accomplishments



Creation of a Policy Committee



Remodel of our Mission Statement



Formation of a partial Executive Management Team and
Implementation of Integrated Trial Teams



Appointment of a New Chief of investigations

- Subsequent process of identifying the next generation of Bureau leaders with the competitive appointment of three regional assistant chiefs

OTHER OFFICE ACCOMPLISHMENTS

Completed Move to New Indio Building

- ▶ Feb 2015 we move from temporary Palm Desert leased buildings to permanent office space in the new County Law Building in Indio.

Human Trafficking Advocate Program Grant

- ▶ Crucial need for law enforcement intervention in the human trafficking
- ▶ Riverside County - central location for trafficking of undocumented immigrants and minors for purposes of labor and sexual exploitation
- ▶ Apply for and receive grant to fund needed Riverside County Human Trafficking Advocacy Program.

OTHER OFFICE ACCOMPLISHMENTS

Paralegal Career Growth & Development

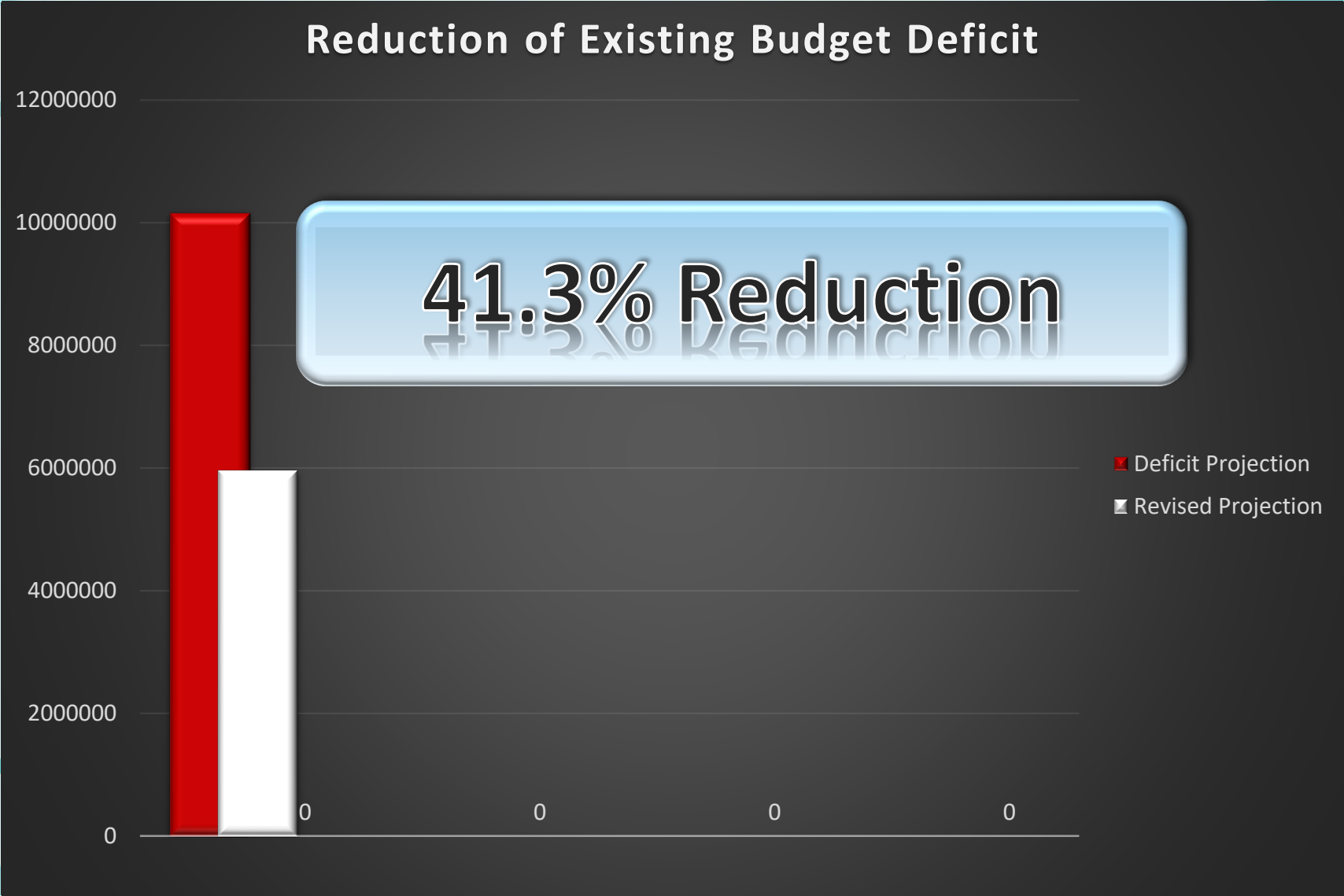
- To address career stagnation and low morale, our Training Unit partners with County HR's COR Learning Center.
- Organization Development consultants lead focus groups
- Training Unit creates *Legal Skills Development Curriculum*
- DA Paralegals may now earn an Advanced Paralegal Certification:
 - Practical skills development
 - Legal training
 - Comprehensive two-part legal skills exam

OTHER OFFICE ACCOMPLISHMENTS

The Riverside County District Attorney's Office continues active participation in the ongoing project to create a **Child Assessment Center** for Riverside County.

- ▶ Coordinated investigation and treatment
- ▶ Victims of child abuse and neglect
- ▶ Advance the cause of justice on behalf of child victims for years to come.

OTHER OFFICE ACCOMPLISHMENTS



FUTURE VISION IN PERIL

- ▶ *Impact of Proposition 47 (passed in Nov. 2014)*
 - ▶ Created significant workload increases for the DA's Office
 - ▶ Created "Prop 47 unit"
 - ▶ Staffed with one Supervising Deputy District Attorney, two full time Deputy District Attorneys (DDAs), and 4 part-time DDAs.
 - ▶ One paralegal, one investigative technician, and two clerical to provide non-attorney support to the unit.
 - ▶ As of March 12, 2015 - received 5,722 petitions; 3,080 of which have been granted by the court.

PROP 47'S IMPACT



ATTRITION MODEL

Without more support from the County in the form of additional NCC dollars, our ability to carry out our constitutional duty to protect and preserve public safety is in serious jeopardy.

Date	Total Staffing	Attorney Staff	Attorney Mgmt.
June 2009	822	235	31
June 2010	786	228	33
Jan 2011	760	229	28
Jan 2012	726	220	31
Jan 2013	709	221	30
Jan 2014	700	214	30
Jan 2015	690	220	25
March 2015	681	217	26

As a result, the District Attorney's Office has lost a total of 141 positions from FY 09/10 to present, with each year progressively falling further below adequate staffing levels.

Staffing Decline 2009 - 2015



ATTRITION MODEL

- ▶ No longer a viable cost-cutting strategy
- ▶ We must serve the interests of public safety and provide our electorate with the minimally adequate public safety services they deserve
- ▶ The Sheriff has made laudable strides toward reaching his public safety standard of 1.2 officers per 1000 residents
 - ▶ More arrests, result in more criminal filing submissions and more filed cases and prosecutions.
 - ▶ In Fall 2014, DA reports caseload totals exceeding LA, San Diego, Ventura, San Bernardino and other counties of comparable population.



ATTRITION MODEL

Cumulative Impact of attrition and budget limitations result in lost crucial task force assignments that protect our Riverside communities:

- ▶ In June 2010, countywide SAFE team has 9 investigators assigned. The SAFE Team consisted of 5 Enforcement teams, 1 Compliance Team, and 1 S.P.I.D.E.R. Team.
 - ▶ By Jan 2015, SAFE Team has only 4 investigators assigned, and consists of only 1 S.A.F.E./SP.I.D.E.R. team;
- ▶ In Oct 2009, 28 sworn Investigators are assigned to Gang Investigations/ Prosecutions.
 - ▶ By Jan 2015, only 12 sworn Investigators assigned.
- ▶ In 2009, Public Integrity Unit has 9 assigned Investigator spots.
 - ▶ By Jan 2015, there are 4 sworn investigators assigned to the Public Integrity Unit.

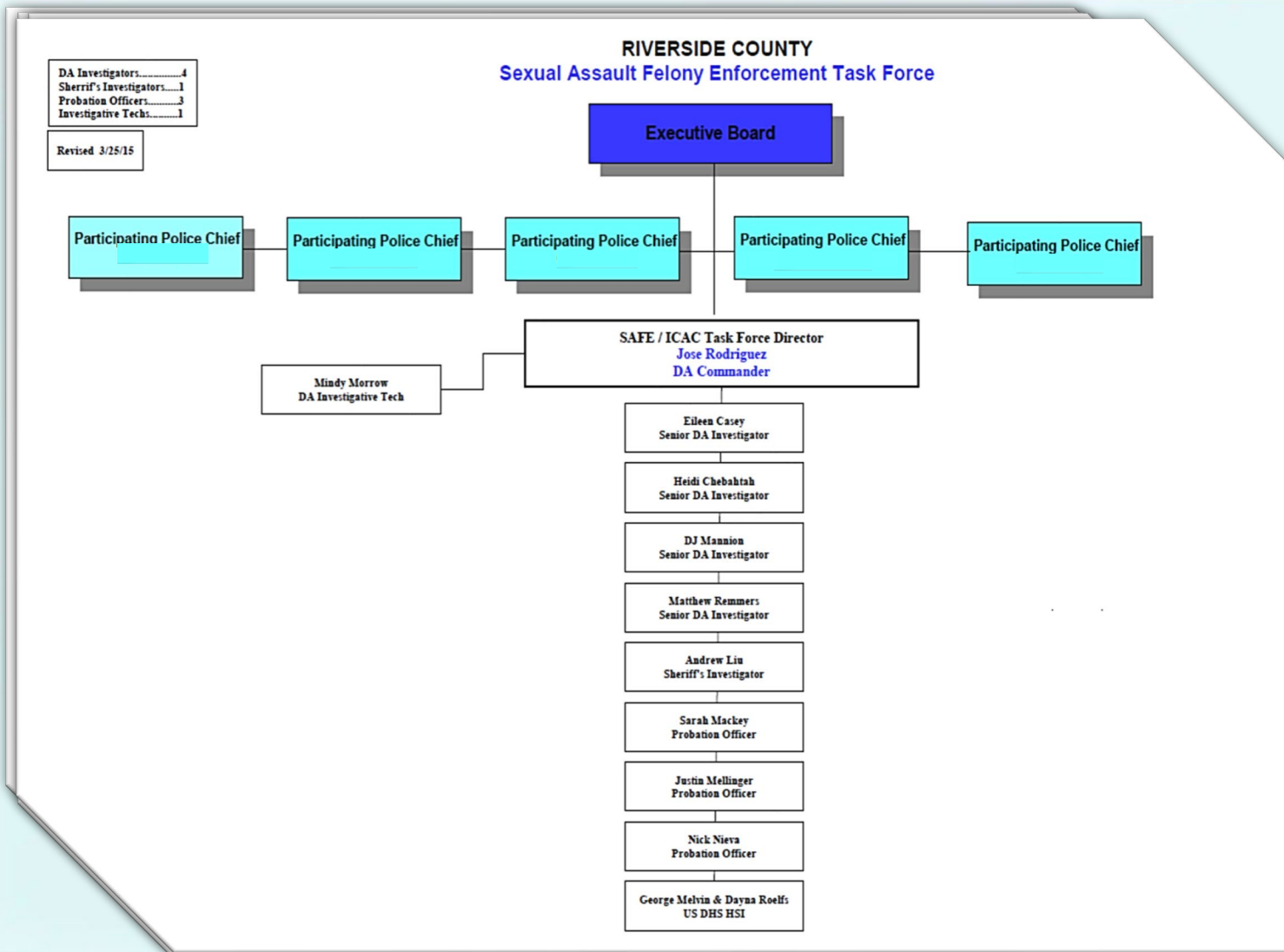
2010

4/11

10/11

2012

2015





"I am not going to be a victim any more." – Brandy M.

