

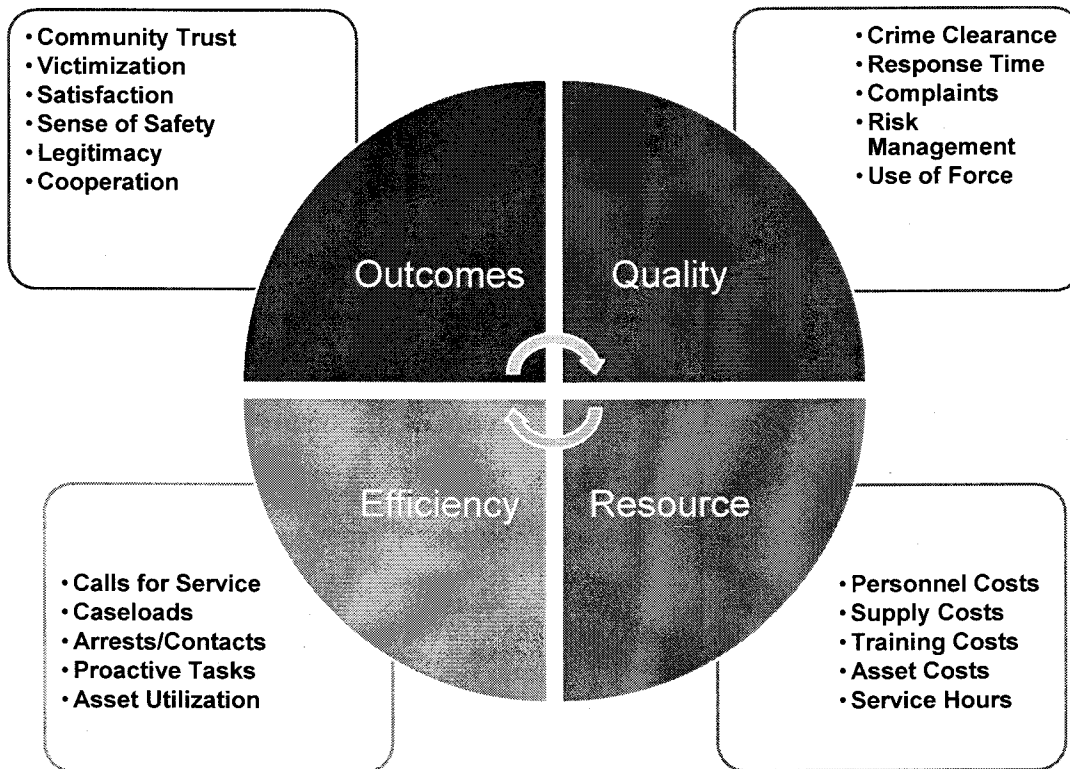
RSO-15	Establish a common contract performance reporting framework		
	Savings 3	Efficiency 1	Effectiveness 1

Overview

Establish a common framework for performance report cards with key indicators to provide Contract City Partners with a broader appreciation of local station and contract performance. While RSO will always have its own measures of performance, impact, and risk mitigation, a balanced scorecard that also reflects those local Contract City success measures can also demonstrate how RSO has met their specific needs in terms of outcomes, quality, efficiency, and resources.

Observation and Analysis

Currently Contract Cities do not have a consistent mechanism or framework to define and measure the levels of performance of RSO outside citizen complaints, crime trends, and call response times. While some cities perform annual satisfaction surveys on a broader level, results of such efforts are rarely of benefit to management decision-making. A possible framework for balanced performance reporting is depicted below, and is a product of joint research between members of the Major Cities Chiefs Association and KPMG.



Anticipated Impact

A more consistent framework for monitoring and demonstrating performance on a contract level can enhance the level of understanding that Contract Cities Partners have with respect to operational and fiscal pressures faced by RSO. In addition, an annual performance discussion can assist RSO in working with Contract Cities to develop joint goals and leverage resources of both RSO and Contract Cities to help mitigate issues or problems in the community that may arise.

RSO-16	Explore alternatives to existing liability cost allocation model		
	Savings 2	Efficiency 3	Effectiveness 1

Overview

RSO should work with RC-HR explore possible alternatives to the mechanism of distributing liability cost to contract cities. While the Legend process allocates into the contract law enforcement rate an approximate 60% average of the overall RSO departmental liability premium amount annually since FY07/08, the amounts of liability incurred within individual cities over a similar period do not follow the pro-rata allocation afforded by the existing Legend contract rate calculation.

Observation and Analysis

Based on RC-HR data on claims paid by contract city from FY05/06 to FY15/16 of \$55.5 million, some contract cities experienced variances of over 5.0% when comparing proportion of claims paid to proportion of Patrol Officers under contract with RSO. Other cities had experienced a higher degree of claim amounts incurred over and above the pro-rata share of Patrol Officers, while one city experienced the opposite effect whereby claim amounts incurred were significantly less. While this reflects the benefits of pooling liability risks across multiple cities, RSO should consider working with RC-HR to explore alternatives that may reflect trends beyond normal pooling of risks that occur evenly across cities and take into account the average actual experience around claims payment or occurrences over a trailing period, such as 3-years.

RSO should also review the current practice of utilizing the trailing year of actual liability insurance premiums when loading Class 2 costs into the Legend rate model. For example, in the FY14/15 Legend rate calculation that is currently being charged to contract cities for patrol hours in FY15/16, the FY13/14 actual liability premium is the amount being recovered in the Legend rate. Once FY15/16 rates are approved by the Board typically in April/May of a given year, contract cities will then be billed retroactively for the actual liability premium amount for FY14/15. While this practice has been in place consistently for the past many years, it does result in a lag effect for RSOs recovery of premiums. This delay grows in importance as recent years FY14/15 and FY15/16 have seen rapid liability insurance premium escalations of 35.9% and 38.7% respectively.

Anticipated Impact

Use of a liability premium cost allocation mechanism that may be more reflective of actual claims experience and utilizes reasonable current year projections may assist the County in better recovering the costs of liability associated with contract law enforcement operations. Other surrounding counties utilize actuarially determined rates of contribution for each city in order to reflect the appropriate levels of random vs non-random risks across the pool of insured entities.

RSO-17	Perform an activity analysis to confirm "unsupported" rate allocations					
	Savings	2	Efficiency	3	Effectiveness	3

Overview

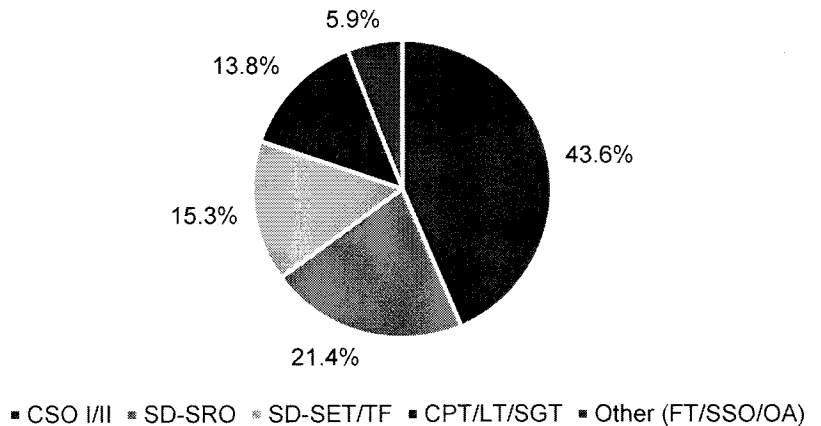
RSO should perform an activity analysis to review and confirm the overhead amounts allocated as part of "unsupported" positions. While certainly not as support intensive as "supported" Patrol Deputy positions deployed across contract cities, such "unsupported" positions may still consume overhead services such as Sworn Support, Classified Support, Dispatch, and require other functions such as those provided by Information Services, Technical Services, and the Training Center.

Observation and Analysis

Positions that are "unsupported" are allocated a portion of the overhead associated with a "supported" position, as "unsupported" positions are expected to perform more targeted duties related to Task Forces, School Resource Officers, or Special Enforcement Teams assignments. As depicted in the chart below, The table below includes the "unsupported" overhead based on 1,787 "productive" hours in FY15/16 per the Legend process.

Component	"Unsupported" Deputy	"Unsupported" CSO
Salary, Benefits, Other Comp	\$73.46	\$47.89
Supplies & Services	\$5.51	\$5.42
Administration	\$0.66	\$0.72
Personnel & Recruitment	\$0.51	\$0.44
Accounting & Finance	\$0.44	\$0.51
Countywide Costs	\$0.72	\$0.66
Total Costs per Hour	\$81.30	\$55.65

FY14/15 Legend Unsupported FTEs (Excluding Admin Positions)



From an Indirect Support perspective, nearly \$15.14 more cost per hour is allocated to a "supported" position to provide support from Central Dispatch (\$10.67), Field Training (\$1.30), Information Services (\$1.21), Technical Services (\$0.95), Training Center (\$0.64), and Contracts & Grants (\$0.38). From a Direct Support perspective, a "supported" position is allocated additional costs to reflect Sworn Supervision and Investigative Services (\$38.35) and Classified Support (\$10.21) for station-based administrative assistance.

Anticipated Impact

An activity analysis of "unsupported" positions may help RSO to identify further areas of potential overhead allocations to reflect the levels of resources consumed as they may differ from "supported" positions to a significant degree. Such information can be helpful to the RSO's discussion with the Board of Supervisors regarding a joint understanding of "General Overhead" and other "Baseline" services provided as part of both "supported" and "unsupported" position types.

Probation Department

Detailed services, recommendations, and commendations

Agency Overview

Probation Department Vision

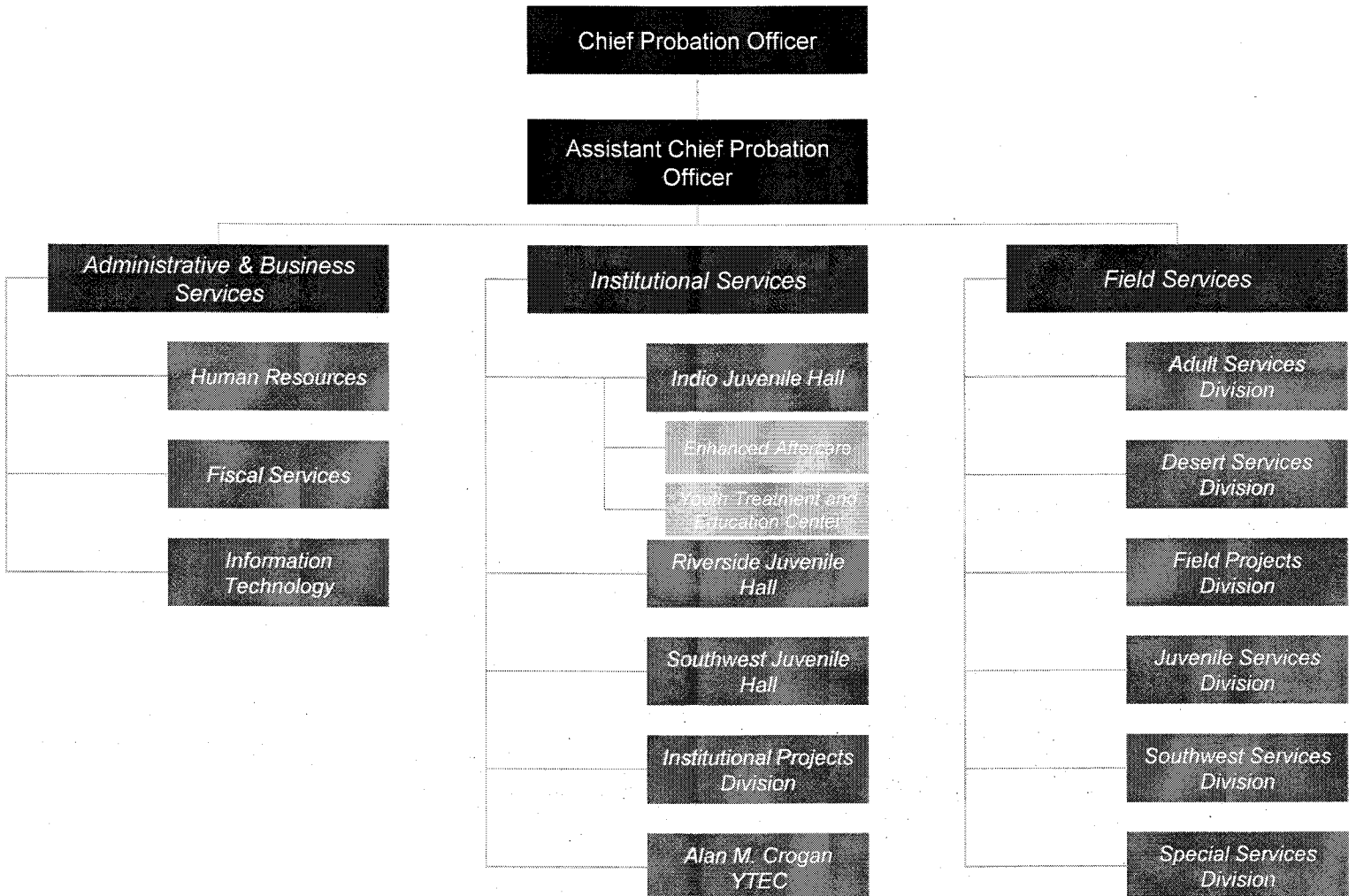
Provide the residents of Riverside County with quality public safety services and an environment that is conducive to a safe, healthy, and productive lifestyle.

The Probation Department serves to protect the community, work with Courts, and change lives of offenders who find themselves a part of the criminal justice system. The Department comprises of Field Services, Institutional Services, and Administrative and Business Services. The Chief Probation Officer is an appointed position, and Chief Mark Hake assumed this role in 2012.

Recent legislation has impacted the operations of the Probation Department, namely the Public Safety Realignment Act (Assembly Bill 109, or "AB109"). Beginning in October 2011, AB109 transferred the responsibility of supervision for certain lower-level parolees from the California Department of Corrections to the county-level Probation Departments. Additionally, Senate Bill 678 (SB678), passed in October 2009, reinforces Probation's focus on evidence-based practices aimed to reduce recidivism.

Organization

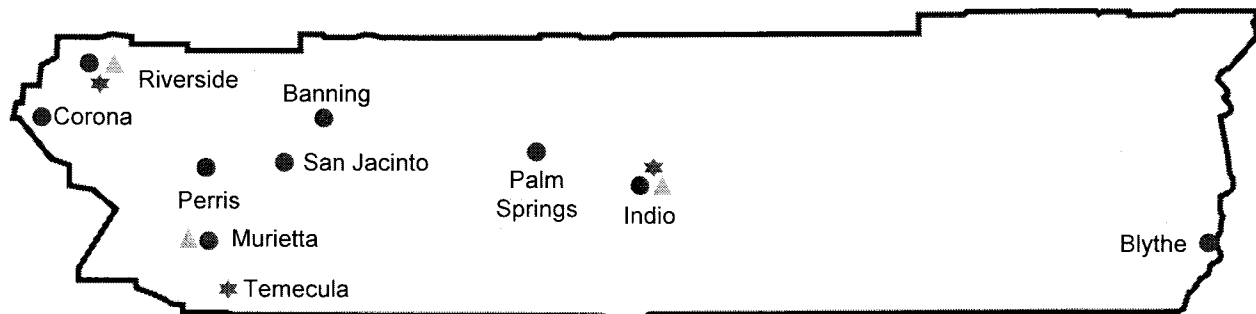
Riverside County Probation has three main branches of services, as shown below, and as of January 31, 2016 employed 971 employees across these branches.



Organization (continued)

Probation operates a number of administrative offices as well as service-driven offices and facilities for adult and juvenile offenders across the County, creating an immediate geographic challenge for the Department. The office and services locations for offenders to make required contacts are described in more detail below:

- **Probation Office:** While also supporting field, management, and administrative personnel, these office locations have meeting rooms where probationers can make physical contact with their Probation Officer and discuss their case plan, receive referrals to services, and receive any supplies (e.g., bus passes, clothing, hygiene kits) for which they may be eligible.
- **Check-in Kiosk:** Kiosks are available across the county and are located within various probation offices. Kiosks provide an opportunity for offenders to meet their check-in requirements within an informal timeframe, without requiring an investment of time by the Probation Officer to gather the same critical client information.
- **Detention Facility:** Detention facilities are the office locations for institutions staff and also house male and female youth who are detained pending their court hearing, awaiting delivery to an alternate program or facility, or serving a defined amount of custody time. Facilities provide a variety of services and programming, particularly the Youth Treatment and Education Center (YTEC) facilities. More information on services provided within the facilities can be found in Appendix I.
- **Day Reporting Center:** The Day Reporting Center (DRC) is a physical location in which multiple agencies come together to provide services to AB109 offenders in an effort to reduce recidivism. Not only are behavioral and mental health services provided, but clients can also take courses to earn their GED or learn job skills.



● Probation Office Location ▲ Detention Facility Location ★ Day Reporting Center Location

Services and Workload

Probation, at its core, provides three key services: intake and investigation, community supervision, and detention. These services are provided through field services and institution services, with the support of additional programs and services to help ensure the success of supervision and detention activities.

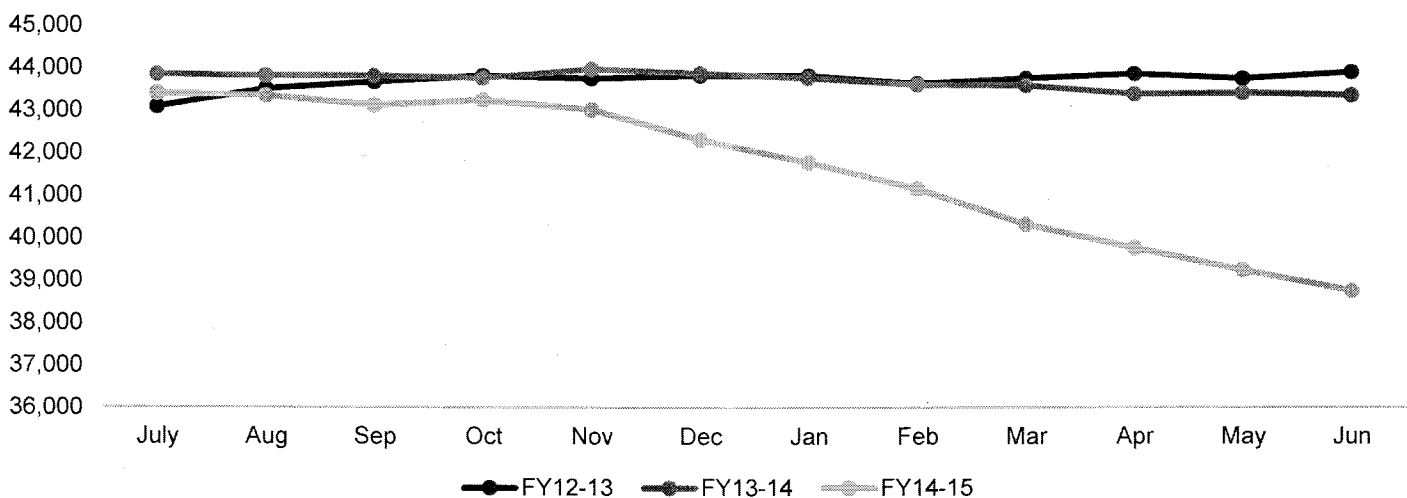
Field Services

Field Services provides pretrial services, including investigations and probation recommendations for offenders, special task force support, supervision for juvenile and adult offenders, and plans and executes evidence-based practices (EBP) for its Day Reporting Center and other probationer programming. For a complete list of services, please refer to Appendix I.

Probation utilizes a variety of tools to assess risk and other considerations pertaining to multiple offender populations. The most frequently utilized tools are as follows:

- **COMPAS:** The Correctional Offender Management Profiling for Alternative Sanctions tool is an objective risk and assessment tool that helps probation determine the best placement, supervision, and case management of offenders. Based on a series of questions about an offender's family, substance abuse, criminal, social, and educational background, the tool helps determine an overall risk level and criminogenic needs profile (4,658 assessments in FY14-15).
- **CSLR:** A Case Supervision Level Review assessment is conducted to determine if an offender is still at an appropriate risk level for case management purposes. This tool is primarily used to evaluate opportunities to reduce higher-risk offenders to lower levels of risk based on positive outcomes in case management (4,580 assessments in FY14-15).
- **LSI-R Proxy Assessment:** This tool is a quantitative measure of offender attributes and their situations relevant to level of supervision and treatment decisions. It is primarily designed for those 16 years and older and its objective is to predict parole outcomes, success in correctional halfway houses, institutional misconducts, and recidivism (4,191 assessments in FY14-15).
- **VPRAI:** The Virginia Pretrial Risk Assessment Instrument is a tool to be used after arrest and presented to the Court at first appearance, and examines a defendant's current charges, pending charges, criminal history, residence, employment, primary caregiver, and history of drug abuse. It evaluates the likelihood that an offender will fail to appear (FTA) at a future court hearing. VPRAI was first utilized in FY12-13 and use has been increasing over the past three fiscal years as Probation builds capacity in its Pretrial Services program (5,232 assessments in FY14-15).
- **Wisconsin Delinquency Risk Assessment:** This assessment measures the risk of recidivism in juveniles and particularly their suitability for community supervision. It contains the ten factors determined to be most statistically significant in determining suitability and risk of recidivism (1,163 assessments in FY14-15).

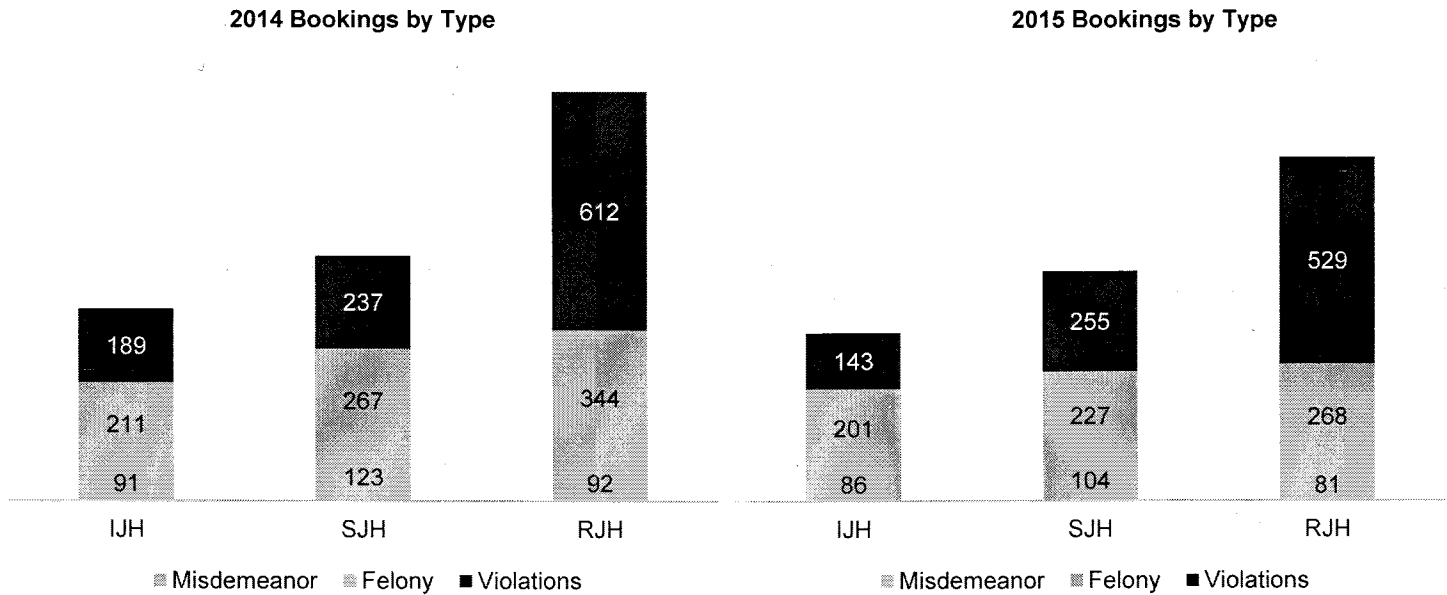
Field Services supervision is based on the total cases received by the department from the overall criminal justice system and is depicted below for the past three fiscal years.



The total number of cases remained relatively consistent in FY12-13 to FY13-14, but decreased significantly in the last six months of FY14-15. This may be due to increased usage and effectiveness of evidence-based practices, and may indicate that offenders are not re-entering the criminal justice system as frequently as they have in the past.

Institutional Services

Institutional Services operates three juvenile detention facilities and will operate the Alan M. Crogan Youth Treatment and Education Center (AMC-YTEC) facility when construction is complete. The number of bookings by current facility (Indio Juvenile Hall (IJH), Southwest Juvenile Hall (SJH) and Riverside Juvenile Hall (RJH) is shown below.



Although no specific trends are identified based on type of booking from 2014 to 2015, total booking numbers for all facilities decreased across all three facilities.

The average daily population (ADP) for each facility is shown below.

Facility	2015 ADP	2014 ADP
IJH	30	26
RJH	56	64
SJH	54	51
Indio YTEC	30	36
Riverside YTEC	24	23

Commendations

The Riverside County Probation Department is known for its innovative approach to incorporating evidence-based practices (EBP) into its daily operations and its efforts to challenge the status quo. Considering recent legislative changes, Probation has adapted quickly to new and increasing probation populations. Among other commendations, the Probation Department should be applauded for the following:

- Consistently coming in under-budget at a department level
- Budgeting at a division level, above and beyond the County budgeting requirements
- Serving as leaders for the criminal justice community as the CCPEC chairperson
- Preparing and managing performance against a Strategic Plan
- Conducting a caseload and staffing study to right-size caseloads to help ensure proper level of support and realistic expectations of probation officers
- Utilizing early intervention and comprehension programs, such as Wrap Around and Youth Accountability Teams
- Collaborating with partner law enforcement and criminal justice agencies on specialized teams and task forces (Gang Task Force, Narcotics Task Force, Sexual Assault Felony Enforcement, Probation Accountability and Compliance Team)
- Operating two Day Reporting Centers with two additional in plans to open and operate
- Working with CA Forward on the Justice System Change Initiative, as one of only three California counties to do so
- Utilizing a management reporting dashboard for Adult Services and Institutional Services, for which Institutional Services received a CSAC award
- Receiving competitive grant funding under SB81/round 1 – Construction of Youthful Offender Rehabilitation Facilities to build the Alan M. Crogan Youth Treatment and Education Center and SB81/round 2 to enhance Indio Juvenile Hall facilities
- Implementing a kiosk check-in and reporting tool across the county and receiving a CSAC award
- Implementing a Canine Support Team within juvenile halls, for which Institutional Services received a CSAC award
- Proactively planning an audit related to its AB109 Public Safety Realignment practices and performance
- Implementing the Transition and Re-Entry Unit within jails to develop case plans for inmates prior to release and help ensure a supported transition back into society
- Took over operation of the Pretrial Services Program from the Superior Court in 2012

Recommendations

Recommendations for the Probation Department were evaluated across the same five dimensions as the other agencies. As previously indicated, the Probation Department should be commended for its innovative approach to offender supervision and programming and its goal to seek continual improvement and innovation. Many recommendations for Probation pertain to areas that are considered strengths, and should be viewed as encouragement to continue along the same path they are already on.

Each recommendation that follows is accompanied by the projected financial, efficiency, risk, and control impact. The purpose of this classification is to help ensure a prioritized and expeditious path toward implementation.

PR-1	Continue to enhance internal management reporting					
	Savings	3	Efficiency	2	Effectiveness	2

Overview

Probation should continue to refine the existing dashboards available for Field Services and Institutional Services to help ensure the most relevant information is reported to both division management as well as executive management. The Department should work to identify an applicable internal reporting template for the Administrative Services Division. For templates that do exist, the Department may want to consider identifying opportunities to report upon qualitative factors, such as risks or challenges, that will support budget and workload information also presented.

Additionally, the department should review its reporting requirements to ensure that all required information is reported and collected upon for grant funding purposes. The Department should ensure that all reporting requirements are met so as to avoid loss of funding streams. Enhancing reporting outputs for grant requirements and including this information in an internal management reporting dashboard may help the Department identify and prioritize other areas in which it should pursue grant funding.

Observation and Analysis

Both Field Services and Institutional Services utilize reporting dashboards to report information to division management. Within Institutional Services, a detailed reporting dashboard is available to show holistic institutional statistics as well as information by individual offender, such as:

- Daily population by facility
- Breakdown of population by male/female
- Number and type of incidents by facility
- Probationer demographic information, including gang affiliation

Observation and Analysis (continued)

Field Services indicated that it was in the initial development stages of its management reporting dashboard at the beginning of this review and continued to make modifications through the duration of the review. A sample of the metrics evaluated and reported upon for Field Services includes:

Metric	Audience
Number of goals assigned/achieved and resulting downgrades	<ul style="list-style-type: none"> ▪ Adult Felony Offenders
Number of bus passes, meal packs, hygiene packs, and clothing packs provided by Deputy Probation Officer	<ul style="list-style-type: none"> ▪ Adult Felony Offenders ▪ Drug Court Offenders
Number of referrals to re-entry or transitional housing by Deputy Probation Officer	<ul style="list-style-type: none"> ▪ Adult Felony Offenders ▪ Drug Court Offenders
Drug tests administered, positive or negative results	<ul style="list-style-type: none"> ▪ Drug Court Offenders
Number of violations, including violations committed, number of intermediate sanctions, total law violations, total violations of probation	<ul style="list-style-type: none"> ▪ Adult Felony Offenders ▪ Drug Court Offenders
Number of face-to-face contacts, specified by type (client residence, non-residence, office visit, jail visit)	<ul style="list-style-type: none"> ▪ Adult Felony Offenders ▪ Juvenile Offenders
Average contact time	<ul style="list-style-type: none"> ▪ Adult Felony Offenders ▪ Juvenile Offenders
Intake indicators (by type of assessment, type of case)	<ul style="list-style-type: none"> ▪ Adult Felony Offenders ▪ Juvenile Offenders
Appearance rate	<ul style="list-style-type: none"> ▪ Adult Felony Offenders ▪ Juvenile Offenders

At each management meeting, a different division reports to the management team about their division, using a briefing sheet. There may be opportunities to streamline or improve consistency of the briefing sheets across divisions to help ensure all relevant information is provided. Additionally, Administrative Services provides each division with their budget update on a monthly basis, and reports the budget by unit to the executive team.

Overall recidivism rates are not included in management reports, although successful and unsuccessful rates for AB109 offenders are reported. The Department is in the process of completing an Adult Synopsis Report and developing a Juvenile Synopsis Report. Among other statistical data, each report will include recidivism rates for adult and juvenile offenders.

Anticipated Impact

Further refinement and modification of Probation's existing management reporting dashboards will continue to help support management decisions and the Department's quest to challenge the status quo and make changes to activities and programs that may not be performing as they should. The addition of qualitative and quantitative (specifically financial) metrics will help management easily identify where more resources are needed and where support is required.

PR-2	Expand measurement and evaluation of supervision and programming efforts					
	Savings	3	Efficiency	3	Effectiveness	2

Overview

Probation should continue with its plan to conduct a review of AB109 Realignment programs, supervision, training, and referrals to help evaluate overall performance and identify areas to enhance or modify existing activities. Through this review, the Department will be able to identify where it can incorporate areas of focus and overall results in management reporting, as detailed in recommendation PR-1.

With results from this recommendation, the Department can utilize results from programming measurement to support further funding of programs focused on early intervention, substance use and abuse, and mental illness. This study should assess not only the measurement of results of such programs but also a review of the quality of programming available. The Department should consider evaluating all EBP programs as opposed to limiting its review to those available to the AB109 population.

Observation and Analysis

As indicated in recommendation PR-1, both Field Services and Institutional Services track metrics related to programming or services provided to probationers in their respective programs. In February 2016, Field Services indicated it was planning to work with an objective third party to review the following aspects of its AB109 services:

- Organizational staffing and alignment
- Staff training and development
- Contractual agreements with service providers
- Supervision practices (assessment, case plan, caseload management)
- Service provision/referrals (housing, food/hygiene kits, clothing orders, transportation passes, provider fairs)
- Special programs (Day Reporting Center, Helping Individuals Realize Employment, Courage to Change)

Overall, the Department is seeking to evaluate whether its programming is effective and whether it is resulting in improved outcomes (e.g., reduced recidivism) for the AB109 population. The Department should be applauded for its effort to measure programs for this population.

In addition to measurement of AB109 programs and practices, the Department should apply a similar practice and evaluation to the programming for its other populations (e.g., juvenile, non-AB109 adult). This may help the Department identify which programs are most successful and which of those should be modified.

Anticipated Impact

The overall measurement of programming will help the Department focus its investment and operational efforts to provide the most effective services overall. It will help identify changes that might be required for similar programs across distinct population. Providing effective programming ultimately serves to reduce recidivism, therefore reducing the financial impact to the criminal justice system.

PR-3	Make protocol decision regarding officer activity scheduling				
	Savings	3	Efficiency	2	Effectiveness

Overview

The Department should consider conducting a work observation study to determine the amount of time spent by probation officers conducting administrative work related to client visits; driving between sites; visiting with clients; conducting office visits; and conducting other required activities. As a part of the work observation study, the Department should also conduct a review of related policies and determine whether updates are required to help ensure that policies and procedures are up-to-date and will support safe, efficient, and effective visits for officers.

Observation and Analysis

Probation policy 607, *Field Contact Planning and Safety*, defines the procedures for probation officers to plan and conduct visits with clients on their caseload. The policy recommends consideration of client background and physical safety and location information and also requires that the officer provide an agenda to the base station.

Based on observation during the course of this review, the team observed the field contact planning process. Probation officers indicated that they use free online route planners to plan the best route for visits among multiple addresses, allowing for the most efficient travel between multiple contacts. The probation officers also sent and received electronic approval of the planned agenda.

Policy dictates that staff should identify “the need for back-up, including other deputy probation officers, a supervisor or the police.” This portion of the policy is ambiguous and could lead to ineffective time management if officers are attending low-risk probationer contacts with a partner when safety concerns are not present.

Contact time can vary significantly by officer, county geography, caseload, offender risk level, and other factors. Officers with a caseload of medium risk felony adult offenders estimated they spend between 8 and 16 hours making residential contacts with their clients on a weekly basis. If none of these clients require a backup for safety purposes, the cost associated with residential contacts on a monthly basis is as follows:

Monthly Hours		Average Hourly Pay	Total Cost	
Low	High	Deputy Probation Officer I-II	Low	High
32	64	\$27.67	\$885.49	\$1,770.99

However, if a probation officer individually makes the decision to visit clients with a partner, the cost associated with the same number of client contacts over the same number of hours will double, inflating the overall cost of the activity and reducing the time the backup officer could be spending conducting additional contacts, referring clients for further services, completing training, or conducting other proactive activities.

Field Services has identified the need to determine how frequently officers are conducting visits with partners, and for what reason. Beginning in February 2016, the division implemented a tracking mechanism to determine the circumstances in which partners were addressing caseloads. The outcomes should be closely monitored and a protocol developed based on results observed.

Anticipated Impact

A more detailed policy related to officer activity scheduling and the use of a backup officer will help increase efficiency and reduce potential duplication of efforts. Hours that may be currently duplicated could be redeployed to other case management activities and could help support a reduction in technical violations and other recommendations made within this report and the CA Forward report.

PR-4	Continue to enhance Transitional Re-Entry Unit services				
	Savings	3	Efficiency	1	Effectiveness

Overview

Probation should continue to further study and define the re-entry process utilizing resources from the Transitional Re-Entry Unit (TRU), particularly to identify areas where information sharing between the Sheriff and Probation could be improved to help ensure that all offenders under Mandatory Supervision are released with a Probation Officer present to help initiate an environment of openness and collaboration. Additionally, the Department should conduct a review to determine the correlation between offenders who are not helped by TRU between release and next interaction with law enforcement (e.g., probation violation versus new crime) and identify opportunities to expand the TRU unit to other inmates who will be released to probation.

Observation and Analysis

The TRU is a new unit within the Field Projects Division of Field Services and is currently staffed by seven probation officers in four of the five jails; the Blythe jail does not have a designated probation officer but Indio officers will occasionally rotate to Blythe. The unit's services vary by jail because of the varied programming within Riverside's jails, but the objective remains the same: to reduce overall recidivism and violations incurred due to probationers failing to check in with an officer immediately after their release from jail.

In the TRU program, probation officers work with inmates while still in custody, administering the COMPAS assessment and developing a case plan before the probationer is released. 30 days prior to release, the probation officer stationed in the jail will liaise with a field probation officer to transfer case knowledge as the inmate prepares for release. Field Services locations informally track Mandatory Supervision (MS) inmates' release dates and the assigned probation officer plans to be at the jail when the inmate is released.

The Mental Health Issues Implementation Task Force reports that additional measures should be taken to help ensure that inmates with mental health issues receive the appropriate support needed as they reenter into society. The Task Force notes that three elements are key in preparing for a successful re-entry:

- Preparation for release (i.e., creation of a discharge plan)
- Implementation of the discharge plan (including community and family support components)
- Housing upon release

Anticipated Impact

An expanded TRU program will help ensure that inmates released from jail will be less likely to re-offend due to a failure to appear to meet their probation officer immediately post-release. This program will be particularly beneficial if able to be applied to inmates who are Fed-kicked, who may not be expecting a release and do not have the family or other support network available upon their release.

In the longer term, the TRU program has the potential to positively impact the entire system through an improvement in recidivism rates and a reduction in jail bed usage. Reduced recidivism means a reduced cost across the system due to the fact that the offender would not be utilizing resources from a variety of agencies – Probation, Public Defender, District Attorney, Sheriff, Courts, Mental Health, and other criminal justice stakeholders.

PR-5	Conduct review of overtime usage within Institution Services to determine shift pattern effectiveness					
	Savings	3	Efficiency	3	Effectiveness	3

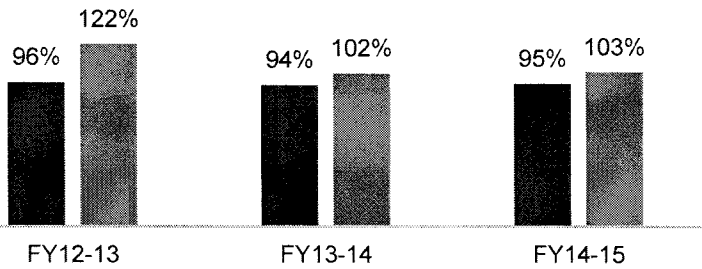
Overview

Review the current overtime and staffing levels for personnel in the Institutional Services division to evaluate effectiveness of recent shift pattern change to a three eight-hour, one sixteen-hour shift schedule in the juvenile halls. Compare overtime usage to level of staffing over prior years and determine whether staffing is sufficient to achieve State-mandated minimum staffing requirements for juvenile supervision at all times. Develop projections for changes in juvenile populations at each facility based on planned YTEC facility opening and assess anticipated impact on staffing.

Observation and Analysis

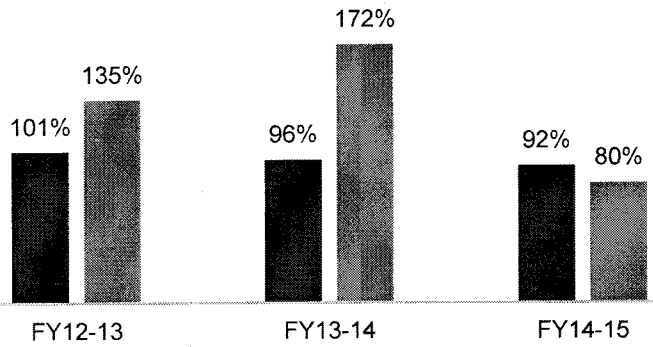
Probation has cited its rigorous background check process as a reason it is difficult to fill vacant positions, and such vacant positions plus the number of staff on short- or long-term leaves of absence, have impacted the use of overtime in previous years. Overall, the County Auditor and Controller's Office reported a 25% reduction in overtime usage by Probation from FY13-14 to FY14-15. The majority of the overtime budget (89%) is incurred in the institutions. Actual spending as a percent of budgeted figures for salaries/benefits and overtime are shown below by institution for the last three years.

Southwest Juvenile Hall



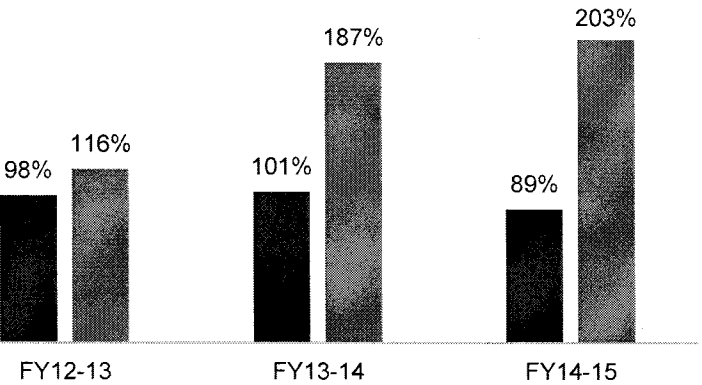
■ Budget to Actual Salaries & Benefits ■ Budget to Actual Overtime

Riverside Juvenile Hall



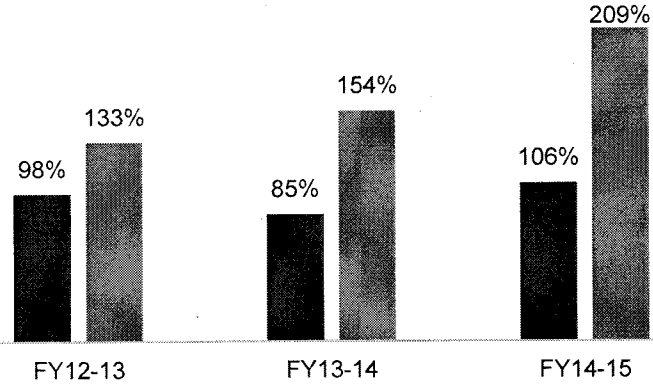
■ Budget to Actual Salaries & Benefits ■ Budget to Actual Overtime

Indio Juvenile Hall



■ Budget to Actual Salaries & Benefits ■ Budget to Actual Overtime

Youth Treatment and Education Centers



■ Budget to Actual Salaries & Benefits ■ Budget to Actual Overtime

Observation and Analysis (continued)

The charts on the previous page indicate a decreased dependence on overtime at Riverside Juvenile Hall, whereas the other facilities indicate a growing dependence on overtime, particularly at the Indio Juvenile Hall. During interviews with personnel from Indio Juvenile Hall, it was indicated that finding candidates for their roles is even more difficult due to their location.

The Department's FY15-16 Service and Business Plan includes a goal for Institution Services that supports this recommendation:

Objective: Remain at or below budget considering high vacancy rates, annual training requirements, leave balance usage, as well as additional time away from work, such as FMLA, Workers' Compensation, etc.

Performance Outcome: By the end of FY15-16, each institution's expenditures will be at or below budget allocations.

Action Plan:

- Continue to review staffing schedules and revise to maximize staff utilization
- Create and implement an online training module to assist staff with accurate timesheet completion
- Evaluate the alternate work schedule pilot project for effectiveness in reducing overtime and sick leave usage.

Anticipated Impact

A review of shift patterns may identify opportunities to change shifts and reduce dependence on overtime at the other juvenile halls. However, it is highly unlikely to ever completely reduce overtime at a 24/7 facility, particularly a facility which requires not only services from probation but from other providers as well, such as medical and mental health. With that said, the reported 25% reduction in overtime usage achieved annual savings of \$527,765. A review of overtime usage and corresponding shift in schedules would help Institutional Services continue to meet their Service and Business Plan overtime goal.

PR-6	Enhance case management system information capture and reporting capabilities					
	Savings	2	Efficiency	2	Effectiveness	2

Overview

The Probation Department has made a decision to update its existing mainframe case management system, the Juvenile and Adult Management System (JAMS), to better meet the expanding measurement and operational needs of the Department. As it is moving forward with the JAMS update, the Probation Department should develop a plan to help ensure it has the right staffing, skills, and succession plans in place to make the modifications required and to service the system in the future.

As the Department moves forward with the JAMS update, it should be sure to follow a structured System Development Life Cycle (SDLC), focusing on business requirements gathering from all business groups and being certain to gather for data and reporting needs as well as the need for flexibility as legislation can impact Probation's operations significantly. For further detail on the SDLC, see the graphic within recommendation DA-6. The overall updates should support the broader County goal of increased transparency and access to information.

Observation and Analysis

Interviews conducted during the review process revealed that users of JAMS felt that it provided inadequate data capture and reporting capabilities. Multiple personnel reported difficulty extracting information needed to meet reporting needs for either ad hoc/information management or grant reporting requirements. Although the Probation Department was able to meet multiple and varied requests for information, these requests may have required the writing of new code to develop the reports.

Through the identified plan to review AB109 practices, Field Services personnel indicated that shadow Excel databases/reports are maintained in certain cases where it is deemed to be easier to create reports outside of JAMS. However, this creates several potential issues:

- Inaccurate, manually entered data
- Duplicate data being entered in both JAMS and a manual spreadsheet
- Outdated information in reports
- Additional time spent to create reports manually

Because the current system is mainframe and was designed in-house, the staff are uniquely capable to provide updates and fixes to the system as needed; it requires 5-6 hours weekly to shut-down and conduct a backup. As the Department moves forward with a JAMS update, it must be sure to develop an inventory of skills required to maintain the system along with both staffing and training plans. These plans will help feed into an overall succession plan to manage the plan to transfer knowledge if and when resources with system-specific expertise are no longer in their current roles.

Anticipated Impact

Enhancing Probation's case management system capabilities either through a system update or replacement will allow the Department to:

- Reduce inefficiencies related to potentially duplicate and manual data entry
- Reduce the risk of reporting on potentially inaccurate data
- Reduce the risk of losing institutional knowledge of the current JAMS system through attrition

PR-7	Revise departmental policies for personnel schedules					
	Savings	3	Efficiency	3	Effectiveness	3

Overview

Probation should undertake a review of its policy defining schedules available for and utilized by its various divisions. As a part of this review, the Department should work with County HR and consider requirements established by collective bargaining agencies so as to not make modifications that will not be supported by current agreements. Through the review of the policy, the Department may also want to consider identifying opportunities to utilize different shift or schedule patterns within divisions as applicable to determine whether schedules are utilized in the optimal manner.

Observation and Analysis

The Probation Department currently allows for the following schedule options under the Fair Labor Standards Act (FLSA):

- **10/80:** This is a standard eight hour work schedule which consists of a work period with one hour lunch and work breaks over 10 days in the County pay period.
- **9/80:** This work schedule consists of eight 9-hour days, one 8-hour day and one additional day off during the County pay period.
- **4/10:** The work period consists of two 40-hour work weeks; unless specifically approved, the four work days will be contiguous, with the three days off falling on the same days in each work week.

Employees may request to utilize one of the three schedules listed above, but must receive approval from their division director and must also provide advance notice of a request to terminate the schedule. The Probation Department Administration's policy, titled *Work Schedules*, also defines the following additional schedules:

- **Straight eight hour schedule:** employees on this schedule work eight continuous hours (only available within Institutional Services).
- **Standard eight hour schedule:** the normal work period includes a one hour lunch and work breaks.
- **Professional hours (flex-schedule):** Employees on this schedule work 80 hours in a 14-day biweekly work period which may include evening and weekend hours (available only to Field Services personnel). Employees work 40 hours per week unless prior written approval to work more or less hours per week has been given by their supervisor. Employees must keep supervisor apprised of planned and actual work hours and activities to ensure safety and accountability.

Not all of the information above is clearly delineated in the policy, meaning that there is an opportunity to clarify and revise the policy while helping to ensure that it is in line with operational needs.

Anticipated Impact

The potential revision of the flexible scheduling arrangements policy may help achieve the following benefits:

- Increased success of residential face-to-face contacts under Adult Supervision, leading to potential positive impacts on the number of violations
- Reduction of overtime usage based on the targeted and planned usage of flexible schedules

PR-8	Continue to reduce usage of technical probation violations					
	Savings	3	Efficiency	3	Effectiveness	3

Overview

Probation should continue to identify opportunities to utilize increased contact, modified case plans, or specialized programming for probationers who have met the requirements for a technical violation before submitting a violation. The Department may want to consider developing and utilizing policies to define required steps to remediate specified violations of probation terms. In addition to continuing the use of dashboards to determine the number of violations incurred by an offender, the Department should also establish a defined policy to help probation officers determine whether a violation should be filed.

Observation and Analysis

As mentioned in the Probation Department's commendations, Riverside is one of only three California counties to work with CA Forward in evaluating its practices and procedures and identifying opportunities for improvement. This recommendation serves to support the recommendation made by CA Forward to seek opportunities to reduce the dependence on technical violations.

The CA Forward report cites the Adult Synopsis Report dated June 23, 2014 and indicates that 57% of felony arrests (10,814) were due to technical violations, while 67% (2,592) of misdemeanor arrests were due to the same reason. Technical violations were the most common reason for Post-Release Community Service (PRCS) and Mandatory Supervision (MS) arrests, at 66% and 59% respectively. The CA Forward report identified a "lack of uniformity among line staff as well as differing opinions and approaches among Supervising Probation Officers...[including] efforts staff should take prior to submitting a violation..." as a key area of consideration for the Department. The report states that 55% of violations submitted by Probation were for technical violations rather than new law violations.

Observation and discussion with probation officers through the course of this review led to acknowledgment of this finding and the need to implement changes to reduce the number of technical violations. However, officers acknowledged that the decision to file a violation was essentially at their discretion.

The CA Forward report indicates the creation of a sub-committee focused on developing Violation Templates and Matrices. Additionally, Field Services shared a template indicating a violation tracking template to identify when violations may have occurred and which sanction(s) was levied.

Additional sources indicate the following related to usage of technical violations:

- For offenders with mental health issues, technical violations should only be used as a last resort (Mental Health Issues Implementation Task Force, Final Report – December 2015)
- Delineation of probation terms into "control conditions" and "treatment conditions," (according to *A Ten-Step Guide to Transforming Probation Departments to Reduce Recidivism*, a report by the Council of State Governments Justice Center) as defined below:
 - Control conditions: supervision conditions designed to control behavior
 - Treatment conditions: supervision conditions related to the probationer's treatment plan

Anticipated Impact

A reduced reliance upon violations will help probation officers focus on utilizing evidence-backed programming and practices to support the varied needs of their caseload populations. The use of the violation tracking form, as stated by CA Forward, will help "increase line level staff's understanding of how they contribute to the overall picture of the criminal justice system in Riverside County as well as the desire to begin capturing "success" in our clients."

Overall, the goal of this recommendation is to slow the revolving door of offenders re-entering the system, particularly due to arrest from probation violation. A reduced reliance on technical violations will help encourage use of programs and services that will have a positive impact on recidivism for the County.

Office of the District Attorney

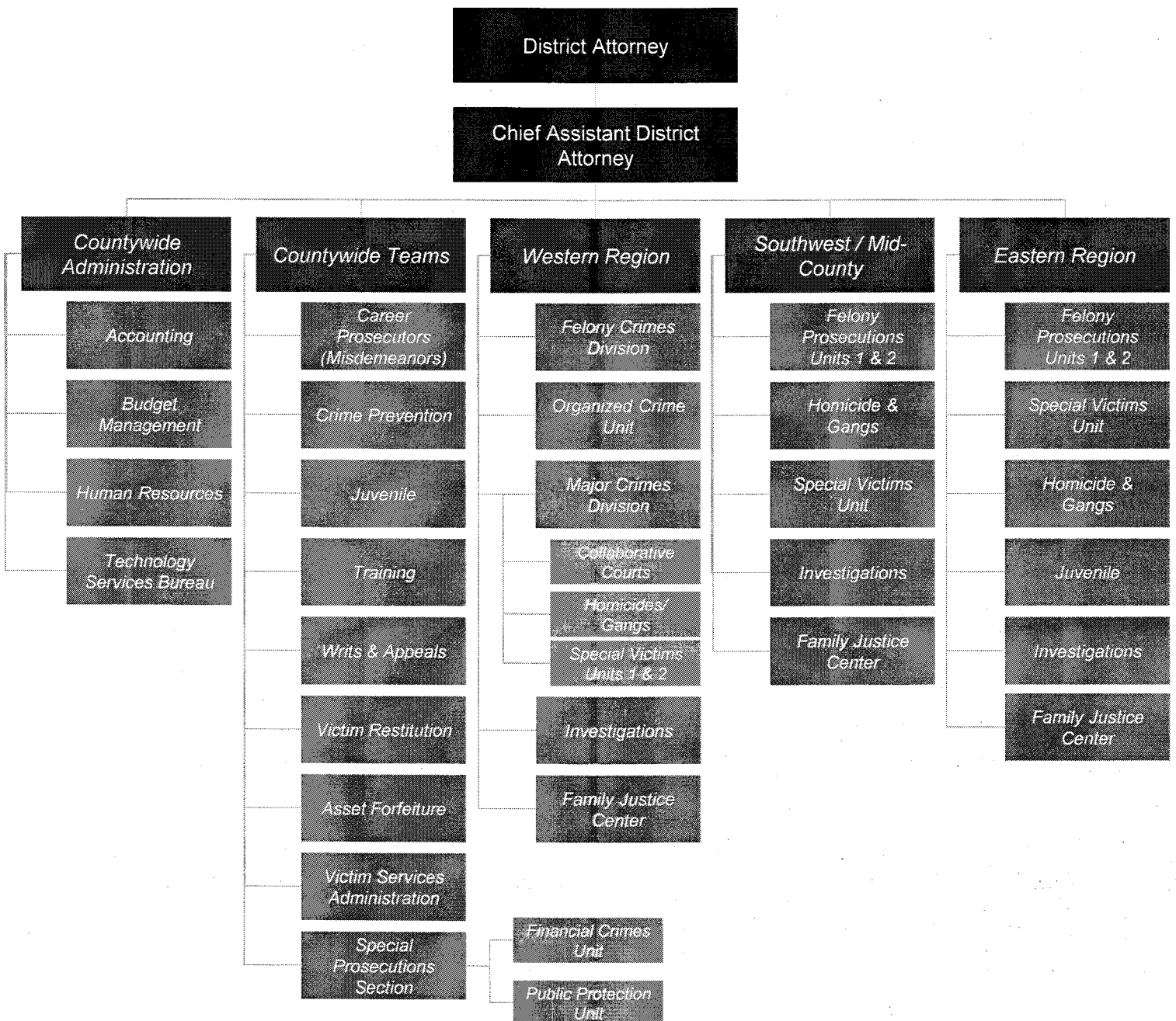
Detailed services, recommendations, and commendations

Agency Overview

The Office of the District Attorney operates under mandates from the State of California, and its mission, as the public prosecutor acting on behalf of the people, is to enforce the law, pursue the truth, and safeguard the rights of all to ensure that justice is done on behalf of the community of the County of Riverside. The District Attorney is an elected leader, and DA Mike Hestrin was sworn into office on January 5, 2015.

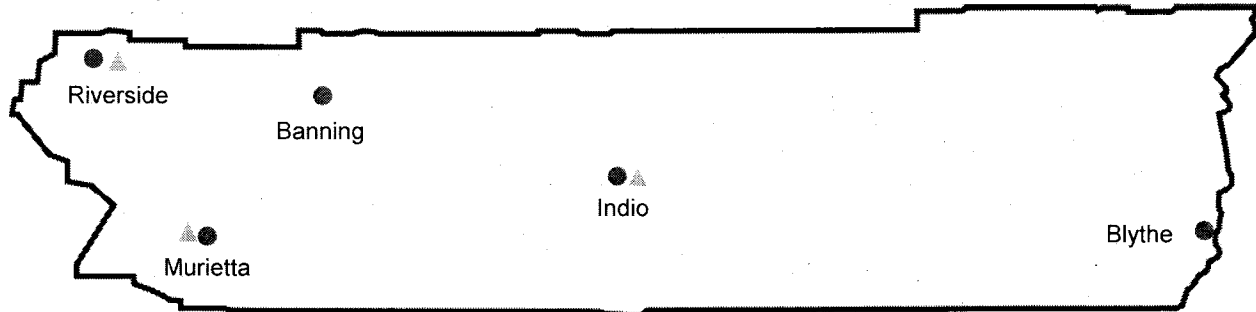
Organization

The District Attorney operates a number of prosecutorial and victim services across the county. The general structure of the agency is shown below: as of January 31, 2016, the organizational chart below was representative of 677 FTEs.



Organization (continued)

The Office operates across the County of Riverside with western region operations in Riverside, southwest / mid-county operations in Banning and Murietta, and eastern region operations in Indio and Blythe; see below for location information for both offices and Family Justice Centers.



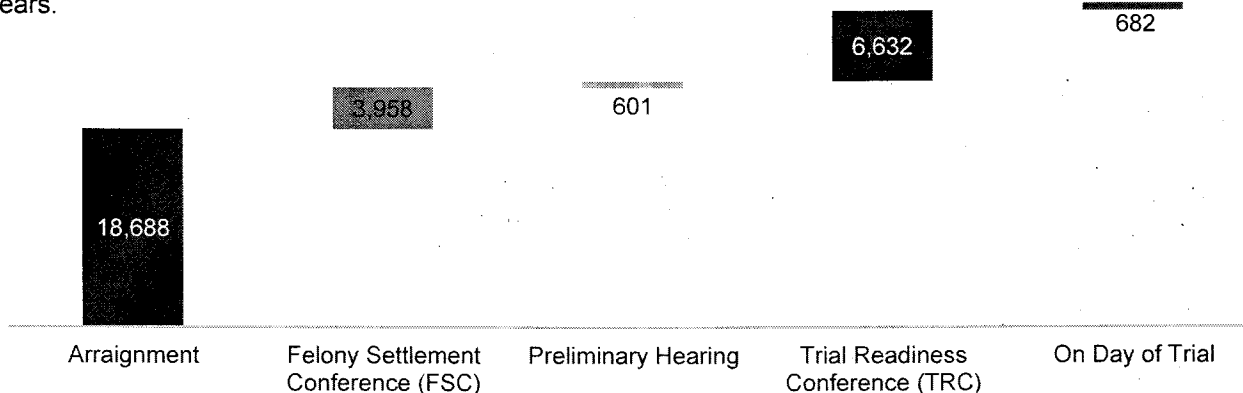
● Office Location ▲ Family Justice Center

Services Provided and Workload

The District Attorney is responsible for reviewing all new criminal activity filing requests in the County of Riverside, making a determination of whether to file (prosecute) the crime, and conducting all investigations and due process pertaining to such offenses. The Office is also responsible for helping to ensure that the victims of such crimes receive services relevant to their needs and that victim restitution is received. The Office had 410 jury trials during the 2015 calendar year, of which 312 resulted in a favorable jury verdict for the ODA. Additional key statistics for the office for the calendar year of 2015 are shown below.

Case Type	Reviewed	Filed	% Filed
Adult Felony	18,525	13,328	72%
Adult Misdemeanor	41,712	39,477	95%
Total	60,237	53,184	88%
Juvenile Felony	1,823	1,405	77%
Juvenile Misdemeanor	2,329	1,803	77%
Total	4,153	3,208	77%

The ODA settled 30,561 cases in calendar year 2015 and is currently pursuing a policy to resolve cases as early as possible, which supports decreased cost and increased efficiency by reducing the amount of time spent preparing for trial. 61% of trials were disposed at arraignment, which should serve as a baseline figure against which the office can benchmark progress in future years.

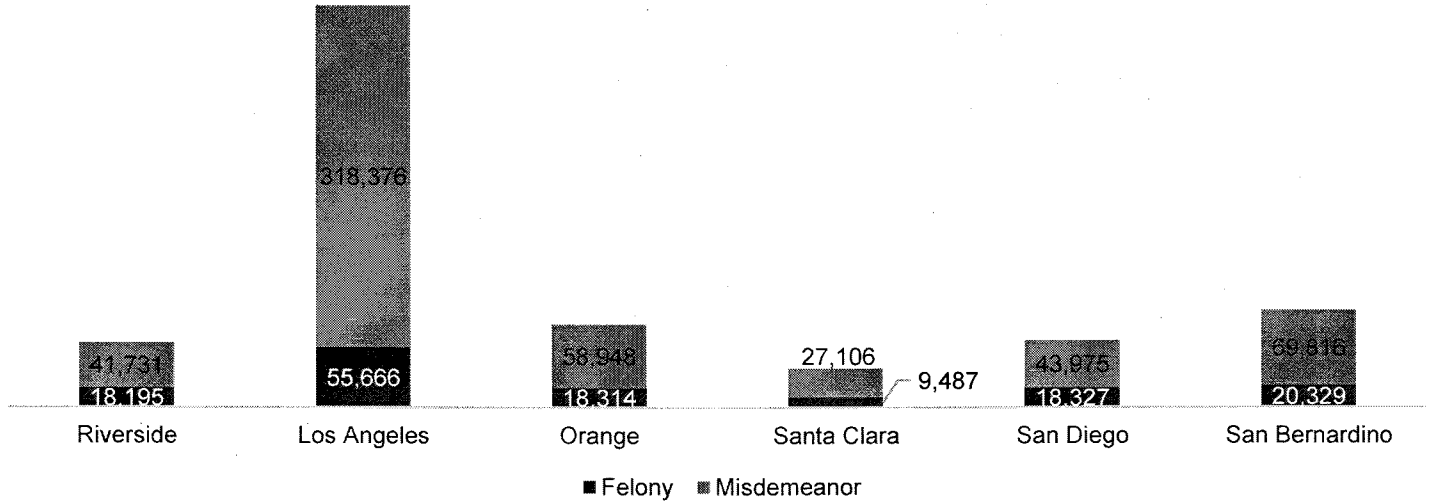


*Note: The Office does not have full-year filing and case statistics due to constraints with its case management system and the simultaneous implementation of a new management reporting tool. These figures are representative of the information reported

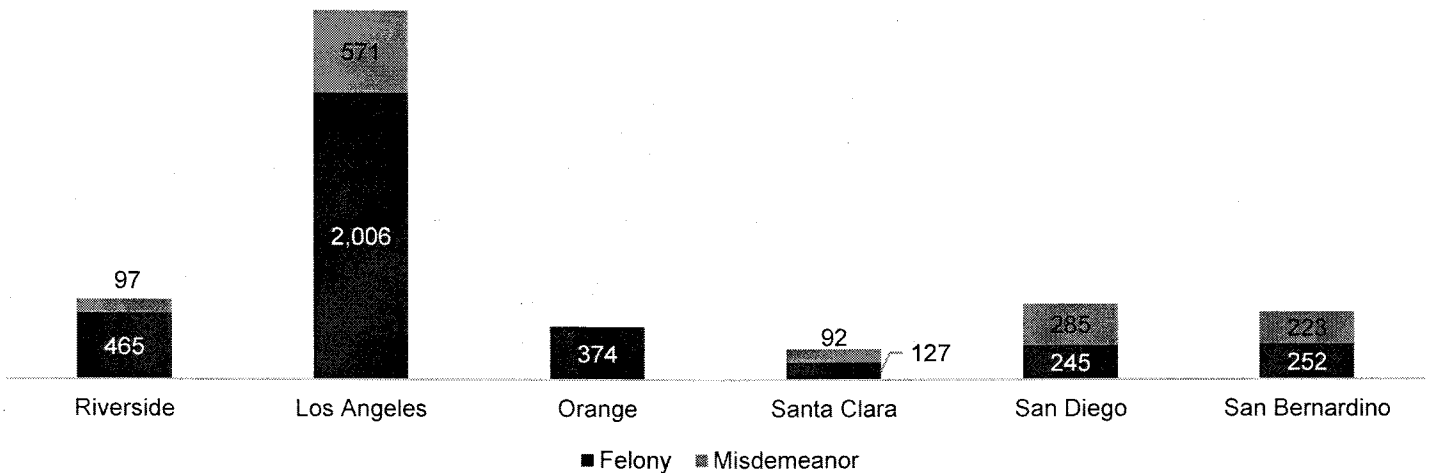
Services Provided and Workload (continued)

The charts below provide an overview of court activity at a countywide level for all counties against which Riverside was compared. Not all filings or jury trials are the responsibility of the District Attorney; however, the figures below provide a good indication of activity within each county.

In Fiscal Year 2014, Riverside County saw a similar number of cases filed as San Diego, but had a larger proportion of felony cases filed than all other counties except Los Angeles.



The number of jury trials, shown below by county for felony and misdemeanors, was again relatively consistent between Riverside and San Diego. However, 75% of Riverside County's jury trials were felonies compared to a weighted average of 59% across the other counties.



Another critical element to the ODA's operations are the services provided to victims. In 2015, the Division of Victim Services (DVS) provided services to 13,543 victim and witnesses. Those victims and witnesses received 44,594 individual units of service which included 6,974 additional units of services over those provided to victims of crime in 2014, provided without any additional staff over the same time period.

*Note: Data was not provided for Orange County's misdemeanor jury trials.

Commendations

The Office of the DA should be commended for its overall innovative approach to operations and for its efforts to work in conjunction with other criminal justice agencies. There are recommendations that pertain to certain commendations below, but those recommendations should serve as encouragement to the ODA to continue the direction it is taking. Overall, the Office of the DA should be commended for its own initiative and strategic mindset pertaining to the items below.

- Moving to a less-paper operation
- Procuring a new case management system with asset forfeiture funds to allow for no net-impact to county costs
- Implementing a new organizational structure thought to better address case needs
- Establishing a monthly management reporting process
- Focusing on community involvement and volunteerism
- Use of Crime Prevention Unit to help implement community-based outreach strategies

Recommendations

The ODA recommendations span all five dimensions of review and are designed to help the ODA move forward with its innovation-focused approach while helping to manage its overall workload and handle its responsibilities in an efficient way that may lead to additional savings. Each recommendation that follows is accompanied by the projected financial, efficiency, risk, and control impact. The purpose of this classification is to help ensure a prioritized and expeditious path toward implementation.

DA-1	Continue plans for departmental strategic plan					
	Savings	3	Efficiency	3	Effectiveness	2

Overview

Related to the development and completion of system-wide objectives and county strategy via the criminal justice working group, the ODA should develop and share a version of its own strategic plan unique to the Office of the District Attorney and establish a cadence for which the plans should be updated. As the objectives are being developed, it will be critical to ensure that they are also in support of the goals of the working group.

Observation and Analysis

During the course of this review, the District Attorney provided a copy of their 100 Day Report which was produced after the first 100 days of DA Hestrin's tenure. The report covered progress on the following topics/objectives:

- Office reorganization
 - Executive and attorney management teams
 - Bureau of investigations
 - Creation of integrated trial teams (ITTs)
 - Repurposing of countywide training unit
 - Creation of new career prosecutors unit
 - Creation of the crime prevention unit

Observation and Analysis (continued)

- Creation of the organized crime unit
- Creation of a countywide filing unit
- Technology Services Bureau
 - Staffing needs
 - Case management system
 - Timeline for implementation
- Other office accomplishments
 - Move to new Indio building
 - Policy manual
 - Paralegal career growth and development
 - Child assessment center
 - Human trafficking advocate program grant
 - Reduction of existing budget deficit

The Office of the DA indicated in February 2016 that it was in the process of developing a document to further update the public on progress made on objectives within the 100 Day Report.

The Office also indicated that it maintains a strategic plan internal to the department that is not made public due to the law enforcement nature of the Office of the District Attorney's operations. The Office plans to keep its strategic plan internal and confidential but will utilize annual updates to the 100 Day report as its form of external strategic reporting. Additionally, they plan to publish an even more detailed biannual report, including detailed information on metrics and statistics pertinent to the Office's operations. Wherever possible, the ODA should include measurement metrics, timelines, project status, and other relevant project metrics in this update.

Anticipated Impact

The use of a strategic plan will help the Office of DA better communicate and report upon the critical strategic initiatives it is already undertaking not only to other County agencies but also to the public. It will further allow the Office of the DA to enhance its planning process and will provide a structure for the office to manage its own portfolio of projects, within the broader scope of the program of initiatives and county strategy within the criminal justice working group.

DA-2	Continue to enhance internal management reporting											
	Savings	3	Efficiency	2	Effectiveness	2						

Overview

The Office of the DA should document lessons learned through the management reporting conducted via the Executive Management Report (EMR) monthly meeting. Beyond the measures that it is reporting upon, the office should work to identify key performance indicators (KPIs) as departmental measures of success and create baselines for future metrics to measure progress. Once KPIs are defined, the ODA must confirm data gathering requirements associated with such indicators and finalize templates for information collection and presentation as well as identify qualitative and quantitative aspects that can have associated cost elements. Additionally, the ODA may want to consider identifying areas of EMR content that could be streamlined or reduced in lower frequency.

Observation and Analysis

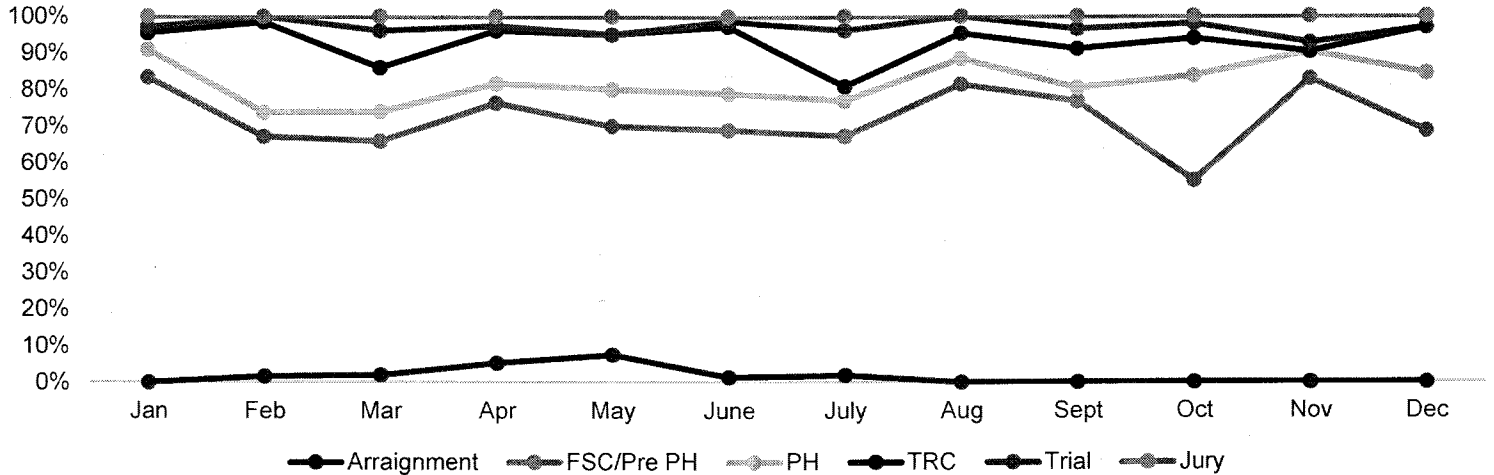
The Office of the DA should be commended for its initiative in establishing the EMR within the first six months of the new administration, and particularly the fact that many of the metrics that are reported upon at the meeting are not captured accurately within Damion. Further, the ODA continues to identify opportunities to improve upon the structure and presentation of the materials during the EMR; for example, the office has selected a standard template for presenting its caseload information, to be used beginning with the February 2016 EMR.

As the information is currently presented, however, it may be difficult to discern trends. Information is currently presented by region, division/unit, and type of statistic, in the following format (the data used is for example purposes only):

Region													
Division													
Measure (e.g., Dispositions)													
Action	Jan	Feb	Mar	Apr	May	June	July	Aug	Sept	Oct	Nov	Dec	YTD
At arraignment	0	1	1	4	3	1	1	0	0	0	0	0	11
At felony settlement conference (FSC) / Pre preliminary hearing (PH)	55	40	32	54	25	48	34	35	43	27	34	22	449
At PH	5	4	4	4	4	7	5	3	2	14	3	5	60
At Trial Readiness Conference (TRC)	3	15	6	11	6	13	2	3	6	5	0	4	74
On day of trial	1	1	5	1	0	1	8	2	3	2	1	0	25
Jury Verdicts	2	0	2	2	2	1	2	0	2	1	3	1	18
Total Dispositions	66	61	50	76	38	71	52	43	56	49	41	32	635

Observation and Analysis (continued)

A visual representation of this information would allow for a faster review of the same information and a more streamlined opportunity to identify anomalies in data sets. For example, the previous data set appears as below when in bar chart format, which makes both trends in number of dispositions by month as well as the activity during which disposition is the most common apparent. If this chart were compared to filings across the year, the ODA could use this detail to help make decisions about workload and staffing. See below observations on DA-6 addressing case management for additional observations and impact.



Anticipated Impact

Potential modification of the EMR templates and refining the KPIs reported upon in the EMR and through the new strategic plan will help the ODA manage to its workload and identify additional needs. Additionally, a focus on the reporting of management metrics will also help the Office determine the methods of presentation that “tell the story” best to the various audiences.

DA-3	Conduct detailed workload and staffing analysis					
	Savings	2	Efficiency	2	Effectiveness	2

Overview

Considering plans to implement a new case management system and the simultaneous implementation of the ITT model, the ODA should conduct a detailed workload analysis of all prosecutorial functions and processes to assess the workload and determine opportunities to:

- Shift existing staffing to meet demand;
- Shift work responsibilities from senior positions to more junior positions or outsourced contracts where appropriate and allowed under State law; and
- Evaluate the structure and staffing of teams based on work required and outcomes expected (i.e., validate the move to an ITT staffing model).

The workload study differs from the workflow analysis recommended in DA-4 because it pertains to the quantification of caseloads and understanding of delineation of tasks among existing resources, whereas DA-4 recommends continuing the workflow/process analysis that has initiated through the case management system upgrade. Ultimately this should also help the Office gain a clearer understanding of where its financial resources are primarily utilized and required.

Observations and Analysis

The Office of the DA recently undertook an organizational restructuring to move from a pooled resource model to the ITT model. In an integrated trial team model, a Trial Team Leader (TTL), who is at the DDA level, will work with dedicated DA investigators, potentially advocates, legal support assistants (LSA), paralegals, and investigative technicians (as applicable). In the previous model, DDAs would frequently be assigned to the same type of case but would utilize pooled DA investigator, advocate, LSA, paralegal, and investigative technician support based on availability, as they would be available for assignment across all DDA teams.

General practices recommend a ratio of five attorneys to one support staff, meaning either a legal support assistant (LSA) or a paralegal. The overall ratio for the DA's Office is just above two attorneys to every one support staff. This may suggest that the ODA should fill additional attorney positions in lieu of support positions, but the more detailed workload study would provide a more thorough analysis to identify which specific positions should be filled.

Based on organizational charts provided and dated as of February 8th, 2016, each prosecutorial unit was staffed with at least one paralegal with the exception of the Domestic Violence Trial Team in the Eastern Region (which instead was supported by one senior LSA and two LSAs). Although this meets general practice expectations for support staff, the agency could benefit from a staffing study to help ensure that the mix and allocation of support staff resources is the most appropriate to meet demand.

The ODA has recently undertaken multiple informal ad hoc workload and case task studies to determine potential cost savings associated with using more junior positions (i.e., support staff) to conduct certain tasks. Within a sample group of a Felony Prosecution Unit (FPU), which handles general felonies, it was estimated that as many as 24 hours per attorney per month could be saved by shifting responsibility for the following tasks, among others, to support staff:

- Reviewing 911 recordings
- Reviewing witness/victim criminal history sheets
- Reviewing prior police and probation reports
- Obtaining law enforcement discovery
- Generating a list of discovery items
- Generating and entering into Damion a list of potential witnesses
- Updating contact information for witnesses in Damion
- Making and tracking personal services requests

Observation and Analysis (continued)

A second ad hoc study reviewed the approximate amount of time spent on case tasks, again within a general FPU. General estimates for time spent for each major task for a single case and trial are outlined below:

Task	Attorney Time (Minutes)		Attorney Cost		Paralegal Time (Minutes)		Paralegal Cost	
	Low	High	Low	High	Low	High	Low	High
Felony Settlement Conference	60	380	\$39.14	\$428.57	7	40	\$2.84	\$18.79
Preliminary Hearing	89	410	\$58.05	\$462.40	12	35	\$4.87	\$16.44
Felony Information Arraignment	32	240	\$20.87	\$270.68	0	0	\$0.00	\$0.00
Trial Readiness Conference	95	380	\$61.97	\$428.57	55	230	\$22.31	\$108.05
Trial	508	2240	\$331.36	\$2,526.30	235	490	\$95.31	\$230.18
Plea / Sentence	62	275	\$40.44	\$310.15	10	20	\$4.06	\$9.40
Total	846	3925	\$551.84	\$4,426.66	319	815	\$129.37	\$382.86

Cost estimates are derived using an average of Deputy District Attorney I and Deputy District Attorney IV hourly wages for attorney cost and an average of Paralegal I and Paralegal II for clerical costs. Overall, the cost may range from \$681.21 to \$4,809.52, depending on the classification of the individual carrying out the tasks.

If 5% of an attorney's workload across all tasks could be transferred to a paralegal, the cost range would decrease to \$670.78 to \$4,615.46. Although this appears to be a small reduction, if a similar approach were used across the 410 trials a year, savings would be significant.

Anticipated Impact

A shift of 5% of work tasks from attorney level to paralegal level could achieve \$80,000 in annual savings if applied to all trials throughout the year. A more detailed workload study could identify opportunities to transfer even more tasks from senior to junior levels, resulting in additional savings potential. For example, a reduction of two attorney work hours per felony case filed could achieve savings ranging from \$340,795 and \$518,524 annually, based on total felony cases filed in 2015 and an average of Deputy District Attorney hourly wages.

Overall, a workload study will also help identify where the staffing mix may need to be re-allocated based on caseload. It will also help determine whether the ITT model is most appropriate given the workload and overall flow.

DA-4	Improve caseload management through a workflow study				
	Savings	3	Efficiency	2	Effectiveness

Overview

The ODA should utilize its initial workflow process mapping, showing the journey of a case from the occurrence of a crime through to the result of a trial, to identify the following:

- Which case and workload factors are reported upon internally and externally,
- Where bottlenecks occur,
- How many times files are touched as a part of the process, and
- Where mistakes may be made frequently and what remedial training opportunities exist

Using the mapping that was done for the new case management system, the Office should further identify opportunities to optimize the process through workload weighting, technology, reduced redundancies, and other potential areas. This includes specific opportunities to reconfigure the workflow to capitalize upon efficiencies offered through the proposed case management system.

Through this study, the Office should be able to identify opportunities to reduce caseload for attorneys, including reducing caseloads for supervisors specially to allow for a stronger focus on management.

Observation and Analysis

The current case management system, Damion, is not relied upon to be accurate by most users within the office. Additionally, it was not used consistently with past DA administrations and does not provide reliable caseload information to measure workload over time.

The most recent information available on the disposition of felonies and misdemeanors by California counties is found in the 2015 Court Statistics Report, published by the Judicial Council of California. However, this information is from FY13-14, during which time the former District Attorney was in office. Therefore, the figures are outdated and do not accurately reflect the County's positions or operations at this time. However, the ODA should review the 2016 Court Statistics Report when it is published and should utilize those figures as a baseline and measurement for improvement in the coming years.

Anticipated Impact

A workflow study will help the Office of the DA identify where bottlenecks may be present and will help the Office identify potential opportunities to remedy such process inefficiencies and obstacles. Overall, the workflow study will serve as an input to the design of the new CMS and should help determine areas where overall process improvements may be required, not just due to new technology capabilities but due to opportunities to incorporate operational leading practices.

DA-5	Define more detailed budget units to align operational and fiscal authorities					
	Savings	3	Efficiency	3	Effectiveness	2

Overview

The ODA should create an internal budget management unit structure built upon results from the detailed workload analysis study suggested in recommendations DA-3 and DA-4. Using a detailed understanding of key areas of workflow, the office can develop budgets at a more granular (e.g., the Assistant District Attorney or Chief Deputy District Attorney) level to help understand the overall cost of doing business. Couple detailed budget planning and reporting with the detailed workflow process to help educate the criminal justice working group about the systemic cost of doing business.

Observation and Analysis

As indicated in recommendation C-11, the District Attorney currently prepares and maintains budgets for two units, Criminal and Forensics. Based on discussions with ODA personnel in interviews, the Office of the DA must develop its budget to submit to the County's PeopleSoft budgeting system, Base. It then utilizes its own internal spreadsheets, which gather data from PeopleSoft, to manage the budget.

With support from recommendation C-11, the Office should focus on aligning a detailed budget to the single budget format and approach used across the County that will be presented for approval to the Board of Supervisors and subsequently managed throughout the year. The more detailed budget should work in tandem with the detailed staffing and workload analysis to identify areas where resources are strained and where excess may be found.

Anticipated Impact

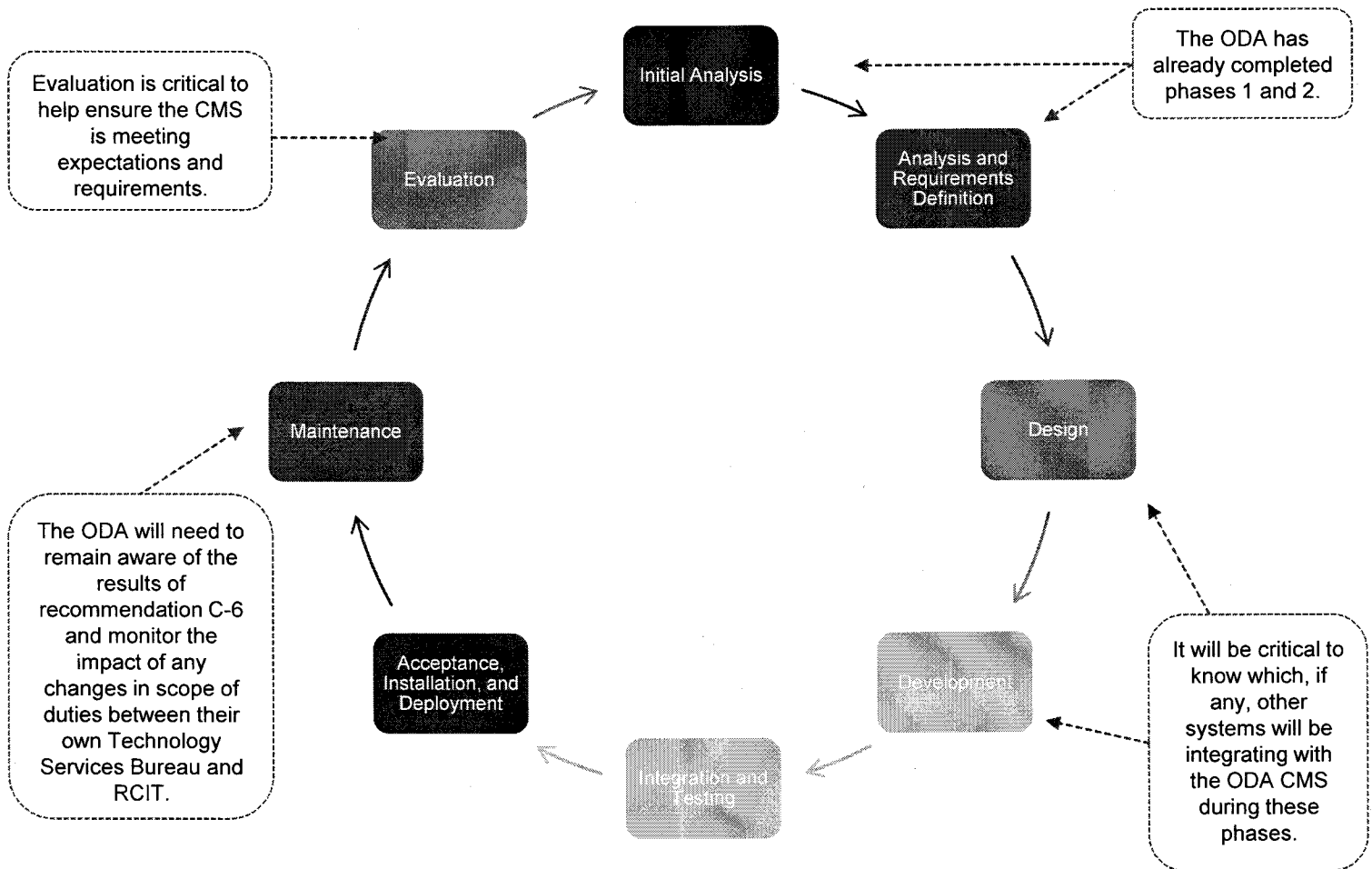
Creating a more detailed budget will allow the ODA to have a better understanding of the flow of revenues and expenditures for the department. It will help increase managerial effectiveness, creating a more clear picture of where resources are needed or could be used more effectively. It will also help the Office manage its resources over time, identifying trends and anomalies.

DA-6	Implement new case management system with structured delivery and quality assurance					
	Savings	1	Efficiency	1	Effectiveness	1

Overview

The Office of the DA should continue with anticipated replacement of the Damion case management system to allow for a system that provides efficient and effective capture and reporting of case and victim information across all case types, including adult, juvenile, and collaborative courts. In the pre-implementation phase, the Office should identify opportunities to partner with other criminal justice system departments in order to create a system-wide platform that will facilitate management reporting and enhanced coordination across all agencies.

During implementation, the DA should follow a structured System Development Life Cycle (SDLC), in which required processes are defined, requirements are developed and validated, design is validated against requirements, integrated testing is performed, and overall quality assurance is conducted. The SDLC, along with particular considerations for the ODA, is shown below.



The office should continue with the procurement of the selected system, Microsoft Dynamics, and should identify opportunities to partner with other agencies of the criminal justice system to help ensure that information is shared consistently and easily throughout the system.

Observations and Analysis

Based on information shared during project-related interviews and EMR presentations, it is understood that the ODA is procuring a new CMS to help support its goal of becoming less paper-focused. The Office has already undergone an initial analysis and requirements development phase during which process flows were created based on existing workflows and 215 functional and technical requirements were identified.

The Office has indicated that it will work with the system integrator during the design phase to create new process flows incorporating opportunities for increased efficiency based on the technological capabilities of the system. As a part of this, the Office will need to monitor the system requirements and design to help ensure that system workflows are updated to align with any workflow modifications resulting from the implementation of recommendation DA-4.

The Office of the DA should consider augmenting staff with an experienced team of professionals that have implemented MS Dynamics before. Additionally, adequate resources should be allocated throughout the entire SDLC to ensure that the new CMS captures all the requisite data and processes as well as produces the information and deliverables that the office expects from the CMS.

Anticipated Impact

The successful implementation of a new CMS for the ODA will have several beneficial impacts, including but not limited to:

- Ability to consistently and accurately track cases across type and region;
- Ability to collect additional fields of data to allow for more detailed case tracking and monitoring/measuring of outcomes (e.g., identifying what the final charges and results were in a jury trial);
- Enhanced reporting outputs and facilitated data analysis;
- Ability to track cases as they progress through the system from filing, to pre-trial events, to trial, and outcomes;
- Ability to improve management of workload based on more detailed understanding of case progression and ability to target areas where delays seem to be occurring;
- Increased reliability of reported caseload figures;
- Ability to track and manage statistics for all units, including Writs and Appeals (currently hand-counted and tracked);

The system and its expected benefits will have a direct impact on Supervisors' ability to quickly assign cases as well as quickly and accurately report on management metrics in advance of EMRs. It will further help increase efficiencies by allowing for the automation of certain tasks that are currently done manually.

Typically, the most efficient CMS applications enable the management and leadership team to do away with some of the more time-consuming activities since data reports are available out of the production environment with minimal effort and time. Frequently there are dashboard interfaces or report presentations that the end user accesses to capture a culmination of data from within the system.

Finally, any gains in efficiency resulting from the new case management system will provide a gain for the ODA due to the fact that the system will be funded by asset forfeiture funds. As a result, no taxpayer dollars will be used for the system, and any gains will have a positive impact on the ODA's net county cost.

DA-7	Develop training plan and capitalize on collaborative training opportunities					
	Savings	3	Efficiency	3	Effectiveness	3

Overview

The ODA should ensure that it has a training plan in place to guide policy and practices in the DA training environment, particularly as opportunities are identified through other work observation studies recommended within this report. Due to changing legislation, trial schedules, and other unforeseen issues that impact ODA schedules, a challenge is created for attorneys to meet their mandatory continuing legal education (MCLE) requirements. A plan should be in place to mitigate the risk associated with missing training opportunities.

The District Attorney's Office should capitalize upon opportunities to conduct joint training on specific topics of mutual legal interest with other criminal justice agencies, particularly the Public Defender. In addition to providing an opportunity for attorneys to receive their MCLE hours, it will also provide an informal forum for both groups to come together to enable the two organizations to professionally gather in a non-confrontational setting which can help de-escalate some conflicts that arise naturally as a result of a legal system that requires confrontation.

Potential areas to conduct joint training may be the following:

- Substance abuse (mandatory for all attorneys)
- Elimination of bias (mandatory for all attorneys)
- Legal Ethics or a portion thereof

Because the Office of the District Attorney has a more robust training department and additional resources, it is recommended that it take the lead in initiating this joint training effort. However, the Training & Development lead from the Public Defender should be involved as a leader in developing and coordinating the courses. When possible, it is recommended that the offices bring in an outside legal expert or utilize a panel of experts to present the course to help provide exposure to a broader spectrum of legal perspective and practice.

Observations and Analysis

The ODA indicated that it does not maintain a training plan that indicates the office's overall strategy for providing training over the course of the year and what planning events are required within 30, 60, and 90 days. Currently, all training is tracked by the individual attorney and thus attendance and mitigation of potential risk associated with not attending training is handled individually as well.

Many offices create and publish internally a Training Plan that captures the 30-60-90 day plan for training. Placing it on the intranet as a link or in SharePoint, or other such system, enables easy retrieval. Universally there are attorneys who accomplish their MCLE only towards the end of their reporting period. Publication and dissemination makes planning easier.

According to opinions shared during interviews with multiple parties within both the Office of the Public Defender and the Office of the District Attorney, working relationships between the offices were better at the time this report was written than any time in recent memory. In January 2015, DA Hestrin and Public Defender Harmon conducted a joint ethics class for members of both offices, and in June-July 2015, the training units of both offices collaborated to plan joint educational programs for their law student externship programs. Given the current collaboration, the offices should continue working together and further enhance the working relationship.

Anticipated Impact

Using a training plan, the ODA can expect to achieve an increased compliance rate in its specialized and required online trainings. The plan will also help reduce the risk of an employee not meeting the MCLE requirements in any given period by providing an office-standard approach to earning MCLE hours and providing opportunities to receive additional training when trial schedules and other unplanned schedule disruptions impact the ability to attend a training.

Additionally, the ODA can expect to build a rapport and to gain a better understanding of the goals and objectives of the Public Defender (and vice versa) through the use of an informal environment to achieve a shared goal of educational attainment. Utilizing external training opportunities will help expose both organizations to the multiple advocacy perspectives of their partner organizations.

Office of the Public Defender

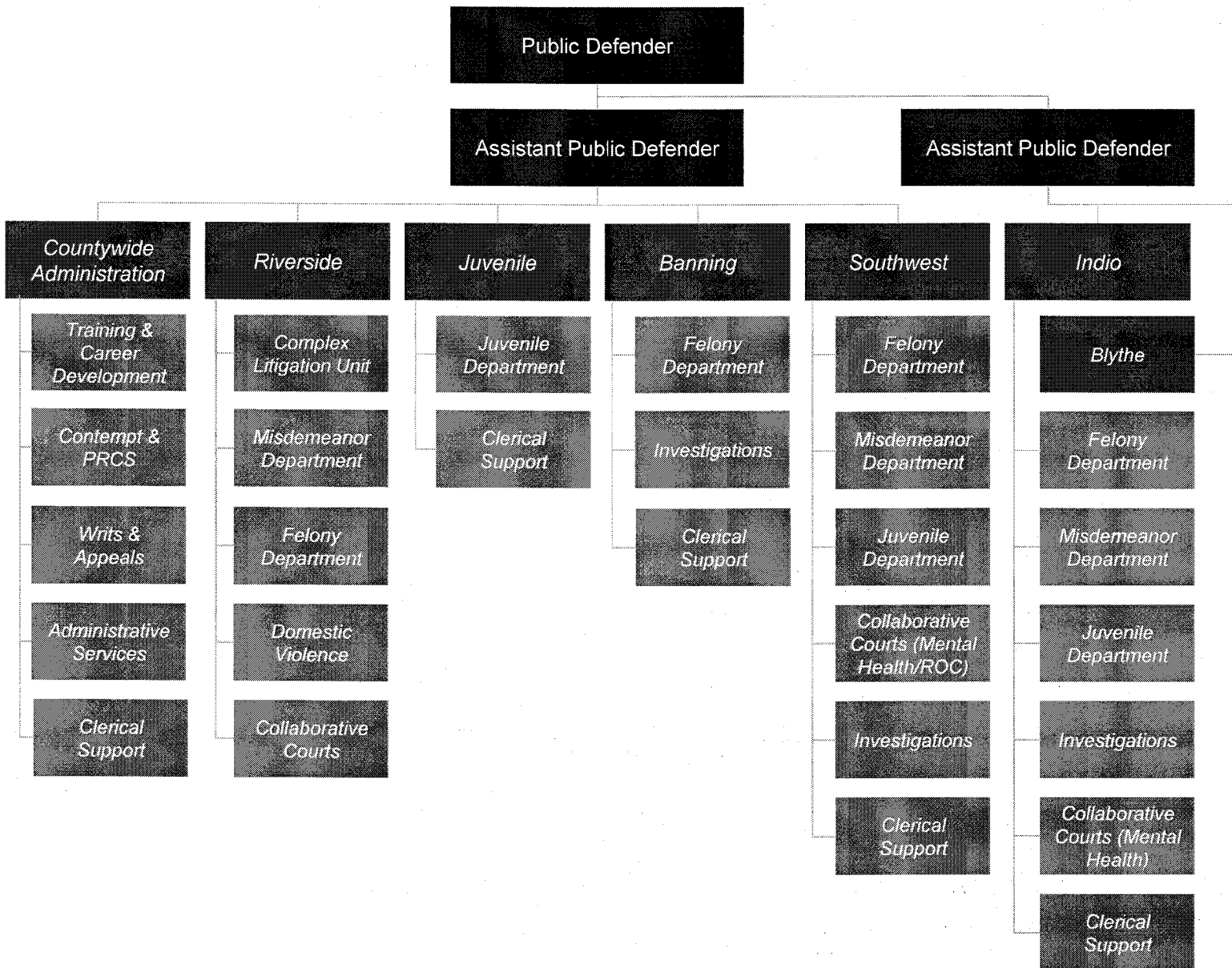
Detailed services, recommendations, and commendations

Agency Overview

The functions of the Public Defender are established in California Government Code section 27700, which states that the office shall defend and provide counsel and advice, without expense to the defendant, any person who is financially unable to employ counsel when charged as an adult or juvenile with a criminal offense. The department's mission is to provide the most competent and professional legal representation possible to these individuals.

Organization

The Public Defender operates and participates in a number of services across the County of Riverside, including misdemeanor and felony departments as well as Collaborative Court efforts focused on the rehabilitation of offenders through their specialized Mental Health, Drug, and Veteran Court programs. As of January 31, 2016, the organizational chart below represented a total of 220 positions.



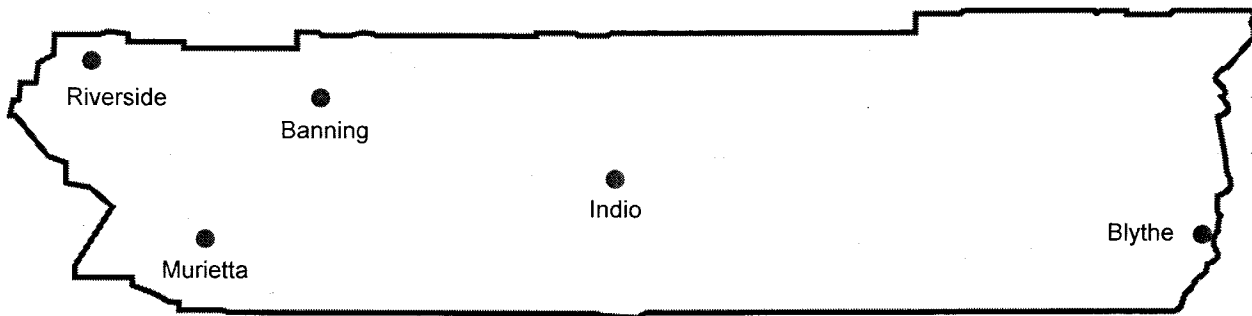
PUBLIC DEFENDER

Organization (continued)

The Public Defender primarily employs attorneys, but investigators, paralegals, clerical support, and a variety of administrative support positions are critical to its operations.

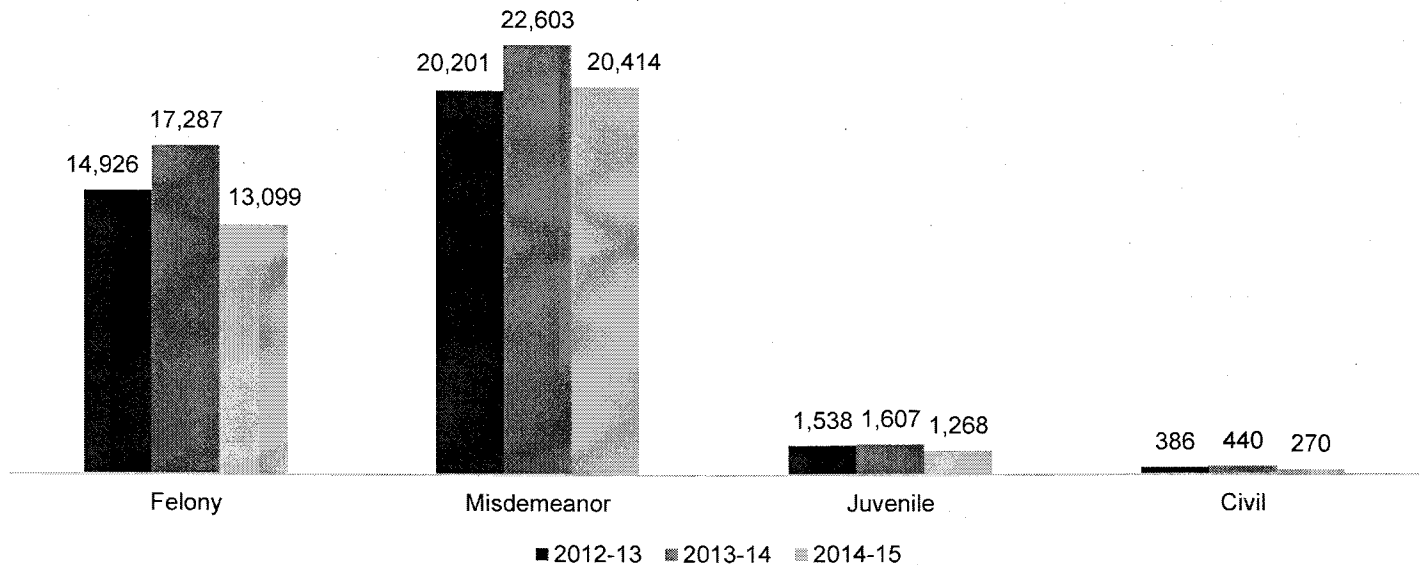
Position Type	Number
Attorney	126
Investigator	30
Paralegal	12
Clerical	52
Total	220

The Office of the Public Defender is primarily divided by geography and then type of defense support provided. The office operates in numerous locations across the county, shown below:



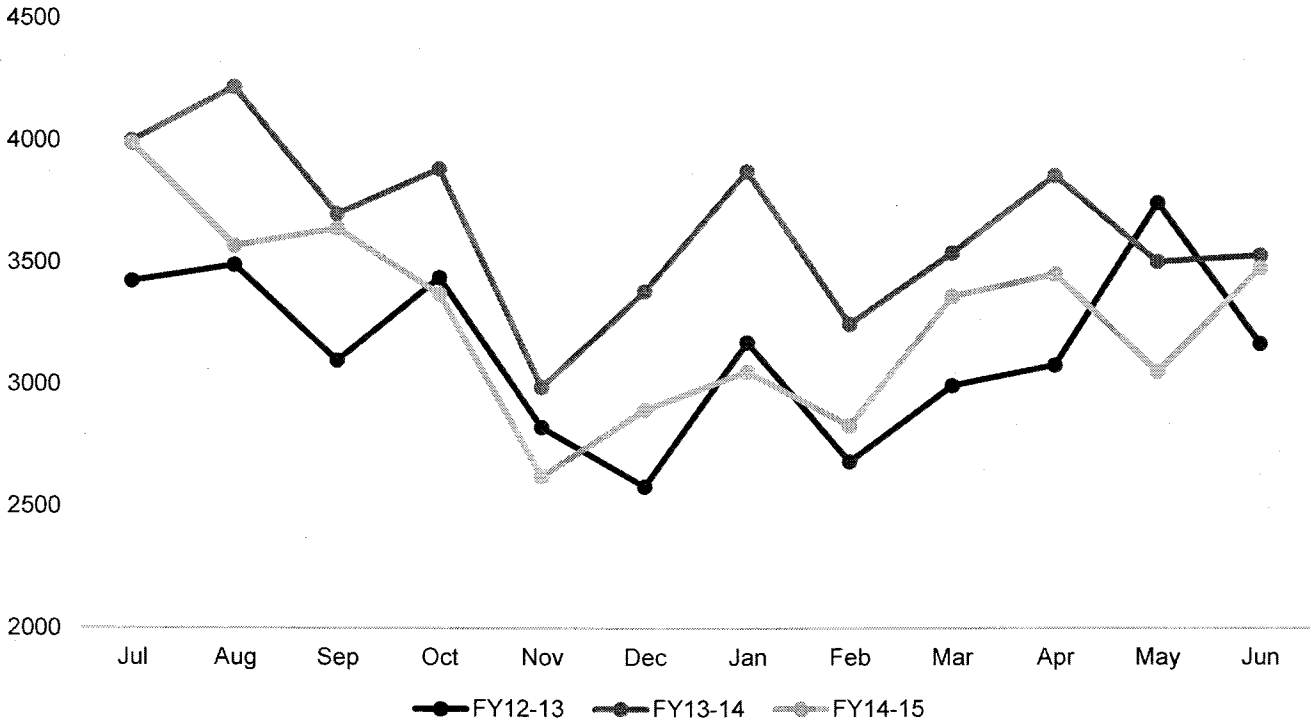
Services Provided and Workload

The Public Defender provides defense services to any adult or juvenile defendant who cannot afford legal services. The Riverside Public Defender has not recently had to turn away any clients due to workload constraints, but supervisors indicate that caseloads are nearing the limit and that attorneys will be overworked, unable to provide sufficient attention to cases, or unable to address cases entirely in the near future if workload isn't modified. Cases appointed for the last three full fiscal years are as follows:



PUBLIC DEFENDER

A trend of cases opened shows similar data to that provided on the previous page, shown as trends based on monthly data over the past three fiscal years. Key workload information is provided based on reports from the Office's case management system, DefenderData. Because of limitations within the system, reportable information is limited and reported data may not sum accurately.



During the most recent full fiscal year, the Public Defender opened nearly 40,000 cases and closed less than half that number, which could lead to a significant workload issue if not addressed.

Measure (FY14-15)	Figure
Cases Opened	39,295
Cases Closed	17,156
Average Number of Cases Assigned Throughout Year	197

Commendations

The Public Defender achieves a significant amount of work under a mission statement that is commonly misunderstood; its role in ensuring justice is achieved through the criminal justice system cannot be overlooked. With limited resources, the Office has obtained many accomplishments, for which it should be commended. A few of its many efforts are highlighted below:

- Developing in-house training and being seen as a leader across the state and country for training events
- Working with limited resources and handling each case assigned without turning any away
- Providing quality client service despite physical court and jail sites making it challenging to have confidential conversations
- Establishing and serving as the lead agency for collaborative courts with other agencies, such as Mental Health, Drug Court, and Veterans Court
- Testing a new organizational model in which investigators are a part of trial teams
- Establishing a Complex Litigation Unit to focus on death-penalty and other significant cases
- Use of a brief bank and a transcript bank accessible through the Office's internal portal
- Provision of a tablet computer to all attorneys for use in areas with Wi-Fi accessibility

Recommendations

Recommendations for the Office of the Public Defender are aimed toward defining and developing a strategy for the Office that fits into the broader County public safety strategy, and toward developing management tools to help make the most of limited resources.

The importance of the Public Defender in the scheme of the broader criminal justice system cannot be downplayed, and it is critical for this office to have access to the same tools and support as other agencies to help provide benefit for the overall system. As such, recommendations requiring or suggesting investment should be implemented with support from the County. Additionally, recommendations showing a dollarized impact or benefit are intended to show the opportunity cost of the current state of operation for the County's consideration in the decision to invest in process or systems change.

Each recommendation that follows is accompanied by the projected financial, efficiency, risk, and control impact. The purpose of this classification is to help ensure a prioritized and expeditious path toward implementation.

PD-1	Develop departmental strategic plan with goals, objectives, and measures				
	Savings	3	Efficiency	3	Effectiveness

Overview

Related to the development and completion of system-wide objectives within the criminal justice working group, the Public Defender should develop its own strategic plan unique to its office and establish a cadence for which the plans should be updated. As the objectives are being developed, it will be critical to ensure that they are also in support of the goals of the working group.

Observation and Analysis

The Public Defender does not currently develop or maintain a strategic plan. However, the office has implemented a number of organizational and operational changes in the last three years, and continues to be faced with a high workload of new cases which it works to close as quickly and with the best outcomes for its clients as possible. Even though the office is already working to close cases, through a strategic plan, the Office would be able to develop a framework to identify objectives (in the short-, medium-, and long-term) which would further help it prioritize initiatives if and when the resources for special projects become available. In addition to the framework it will provide, the strategic plan should include measurement metrics, timelines, project status, and other relevant project metrics.

Anticipated Impact

The use of a strategic plan will help the Public Defender better communicate and report to other County agencies, the criminal justice working group, and the public the initiatives its office is undertaking and the areas of support it may require. Additionally, it will provide another opportunity for the Office to explain its objectives and its critical role in the delivery of justice to all members of the community, as well as its ability to alleviate some of the pressures on the criminal justice system as a whole. It will further allow the Public Defender to enhance its planning process and will provide a structure for the office to manage its own portfolio of projects, within the broader scope of the program of initiatives within the working group.

PD-2	Enhance internal management reporting to enhance operational visibility				
	Savings	3	Efficiency	3	Effectiveness

Overview

The Public Defender should identify management metrics used to evaluate performance and workload and develop management reporting dashboard(s) to facilitate the sharing of this information. The Office should provide guidance for information gathering and reporting and should determine whether baseline metrics can be evaluated against which future performance can be measured. As more information is gathered and recommendation PD-5 is implemented, the Office will be able to associate costs with these metrics, to help identify where resources are most heavily utilized and under/over-resourced.

Observation and Analysis

The Public Defender utilizes DefenderData as its system to track and manage case information and attorney caseload. Several canned reports have been developed, which include:

- Attorney Case Status Report
- Attorney Caseload Report
- Attorney Court Calendar
- Attorney Monthly Case Report
- Events for AB109 Cases
- Court Event Report
- Event Dispo Report
- Average Appearances per Case
- Case Flag Report
- Caseload Statistics Report
- Facility Report
- Status Log Report
- Time Entry Report
- Year-End Closing Report

While these reports assist supervisors in determining the overall workload of their attorneys, help identify anomalies in particular cases, and identify lessons learned and opportunities for training, there are still elements of caseload management that require manual counting or review by supervisors. For example, the Attorney Case Status Report will provide the key metrics for each attorney's caseload, but the supervisor will need to manually review the entire report to identify cases that appear to be longer in duration than others. This is just one example of a manual process that could be aided with a management reporting dashboard.

The Office should consider the creation of two dashboards: one to be used at a unit level, completed by line-level attorneys and submitted to supervisors; and another to be used at a management level, compiled by supervisors and shared with executive management. A dashboard for line-level attorneys to report to their supervisory management may be created in a template similar to that shown below:

Unit Geography Attorney			Overall Status:
<i>Current Caseload:</i>	Total number of cases supported by the attorney.	<i>Areas of Support Required:</i>	Any requests for assistance from management or other units within the Office.
<i>Average Case Age:</i>	Average age of all open cases.	<i>Planned Training / Time Off:</i>	Any upcoming dates of planned vacation/time off or training.
<i>Upcoming Trials:</i>	Dates and expected duration of upcoming trials.	<i>Other Comments:</i>	Questions, requests, or other pertinent information.
<i>Oldest Cases / Notes:</i>	Comments pertaining to cases that exceed the average case age or have extended longer than expected.		

The information presented above is primarily covered in regular supervisor-attorney meetings; however, a standardized template will allow for more streamlined discussions and will help ensure personnel receive the level of support required to conduct their job duties effectively.

Observations and Analysis (continued)

A sample template for a management reporting dashboard to be shared from supervisory management to executive management is shown below:

Unit Geography				Overall Status:
Filled Positions	##	Budget Allocation	\$\$	
Vacant Positions	##	Actual Expenditures (% YTD)	%%	
<i>Current Caseload:</i>	Total number of cases supported by the unit.		<i>Areas of Support Required:</i>	Any requests for assistance from management or other units within the Office.
<i>Average Case Age:</i>	Average age of all open cases.		<i>Key Challenges:</i>	Any challenges the unit is encountering as a whole.
<i>Upcoming Trials:</i>	Dates and expected duration of upcoming trials.		<i>Other Comments:</i>	Questions, requests, or other pertinent information.

Anticipated Impact

Implementation of management reporting dashboards will benefit the Office of the Public Defender in the following ways:

- Improve overall quality of case files and client service
- Identify lessons learned from cases won
- Identify opportunities to incorporate training
- Provide a consistent manner to report progress and challenges across the agency
- Provide a transparent method in which challenges and requests for assistance can be requested
- Support progress reporting upon strategic initiatives that may pertain to the specific units, if and when a strategic plan is developed
- Provide upper management with insight into the areas of support that may be required so that personnel and financial resources can be allocated as necessary, even if only on a temporary or part-time basis

PD-3	Improve communication between Sheriff and Public Defender for in-person jail visits		
	Savings 3	Efficiency 2	Effectiveness 3

Overview

The Public Defender should initiate communications with the Sheriff's Office to discuss the efficiency of jail visits. The agreement of and participation from the Sheriff's Office will be integral to the success of this recommendation. The Public Defender should document inefficiencies reported to have been experienced by attorneys at various jail sites and establish a communication channel between the management of Public Defender and Sheriff's Correctional personnel.

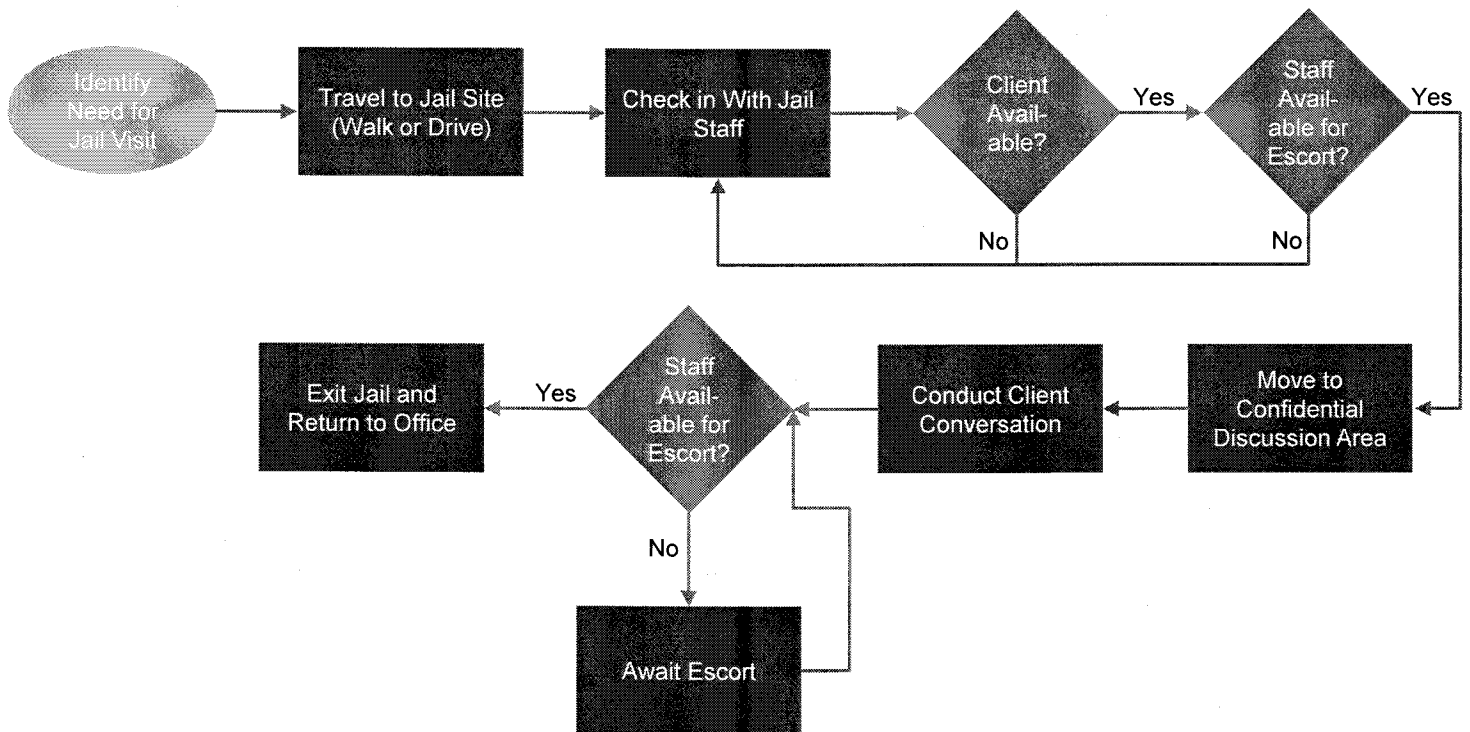
The Public Defender should provide suggested mitigations, request more detailed information from Sheriff regarding correctional and jail management processes that may impact Public Defender visits, and keep communication channel open at all levels to help improve efficiency of visits.

Observation and Analysis

Jail visits are conducted as needed between attorneys and clients and may serve a variety of purposes, including:

- Confidential case discussions
- Procedural updates and discussions of next steps
- Relationship maintenance

As a result, visits can last anywhere from five minutes to several hours. However, due to the current lack of video conferencing, visits must occur in person. According to information gathered from interviews as a part of this review, the process for an attorney to meet with a client follows a path similar to that laid out below:

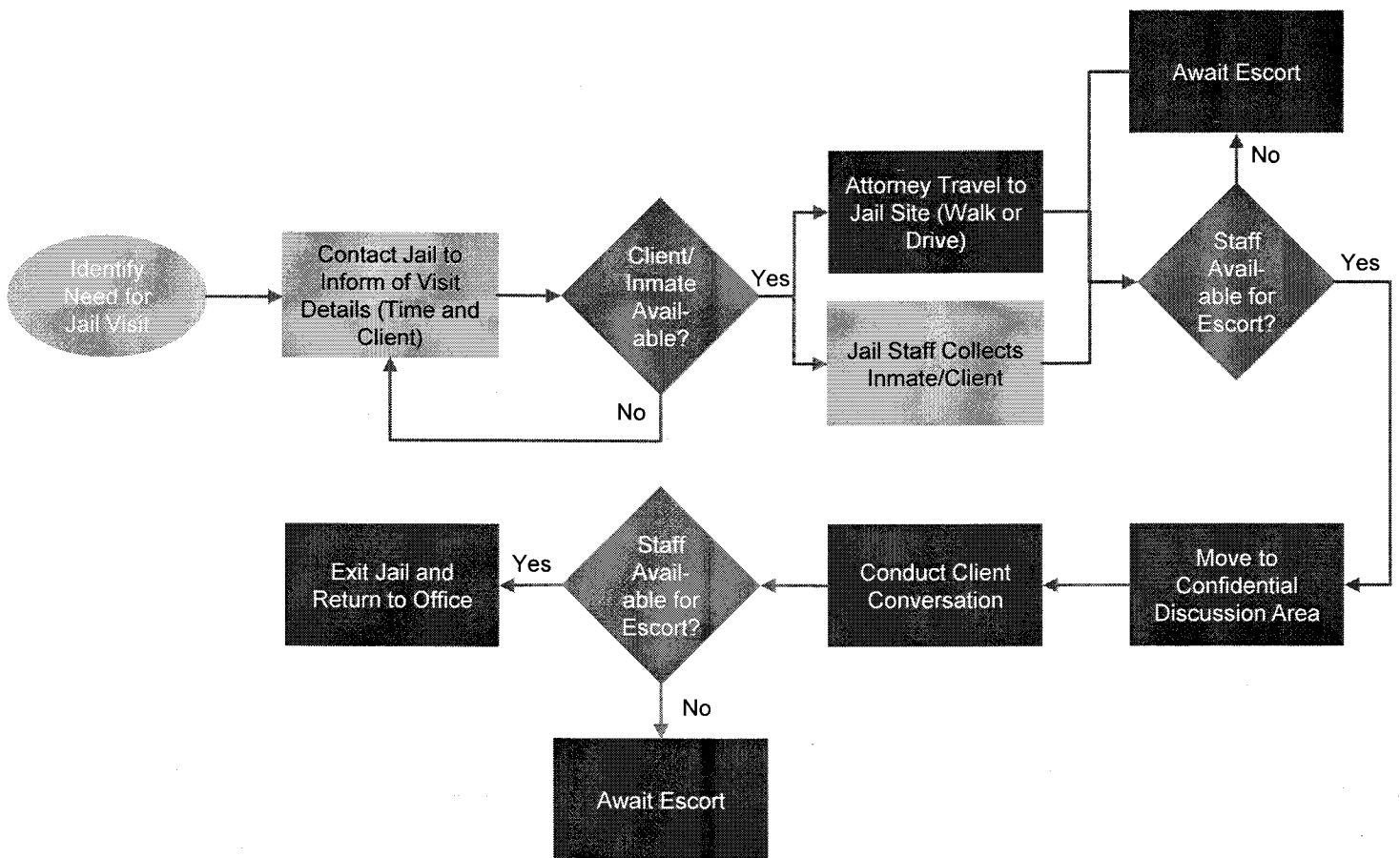


Observation and Analysis (continued)

Public Defender attorneys have indicated that they may spend a significant amount of time waiting for jail staff to be available to escort them to or from the confidential client discussion area. Additionally, they may arrive at the jail only to learn that their client has been moved to a different facility, or is eating and is unavailable, or is unavailable for another reason, adding delays to their schedule.

Anticipated Impact

A more streamlined communication system in which attorneys could notify the jail in advance of a client visit may result in a range of time saved per visit, possibly more than an hour per visit which attorneys could then allocate to case preparation and the ultimate disposal of more open cases. A revised process (updates in gray shaded boxes) could look like that shown below:



PD-4	Improve caseload management through a workflow study				
	Savings	3	Efficiency	2	Effectiveness

Overview

The Public Defender should conduct a detailed workflow analysis to map the journey of a case from the appointment of the attorney through to the result of a trial. Through this study, the Public Defender should observe:

- Which case and workload factors are reported upon internally and externally,
- Where bottlenecks occur,
- How many times files are touched as a part of the process, and
- Where mistakes may be common and what remedial training opportunities exist

From workload mapping and analysis, the study should identify opportunities to optimize the process through workload weighting, technology, reduced redundancies, and other potential areas. Additionally, the Public Defender should identify areas where the workflow could be supplemented or made more efficient with a new case management system, as defined in recommendation PD-6.

Through this study, the Office should be able to identify opportunities to reduce caseload for attorneys and to move certain tasks to junior levels, such as paralegals and legal support assistants (LSAs).

Observation and Analysis

The current case management system, DefenderData, does not allow for the following:

- Easy tracking of cases at various stages within the pipeline (arraignment, plea hearing, pre-trial hearing, trial readiness conference, and multiple other stages) to help plan for next steps
- Task mapping and assignment tracking
- Ad hoc reporting and analysis
- Automatic assignment of cases based on case weighting and current caseload information

Due to the severe imbalance of cases opened and closed annually, the Public Defender will soon reach a point where it is unable to accept new cases or will require the addition of significant numbers of attorneys and staff to accomplish the work required. A more detailed workflow study will help identify areas where redundancies or inefficiencies are occurring and where there may be an opportunity to automate a manual or paper process.

Anticipated Impact

A workflow study will help the Public Defender identify where bottlenecks may be present and will help the Office identify potential opportunities to remedy such bottlenecks. Overall, the workflow study may serve as a critical starting point in determining the need for a new case management system. If utilized, it should help determine areas where overall process improvements may be required, not just due to new technology capabilities but due to opportunities to incorporate operational leading practices.

PD-5	Define more detailed budget units to align operational and fiscal authorities					
	Savings	3	Efficiency	3	Effectiveness	2

Overview

The Public Defender should create an internal budget management unit structure built upon results from the detailed workload analysis study suggested in recommendation PD-4. Using a detailed understanding of key areas of workflow, the office can develop budgets at a more granular (e.g., location or unit) level to help understand the overall cost of doing business. The Office may want to couple detailed budget planning and reporting with the detailed workflow process outcome to help educate the criminal justice working group about the systemic cost of justice.

Observation and Analysis

As indicated in recommendation C-6, the Public Defender currently budgets at a department level without any sub-units. The Office used to budget for the Public Defender and Capital Defender separately, but stopped budgeting in this way at the FY13-14 year-end.

The Public Defender should focus on creating a more detailed budget that will be presented for approval to the Board of Supervisors and subsequently managed throughout the year. The more detailed budget should work in tandem with the detailed staffing and workload analysis to identify areas where resources are strained and where excess may be found.

Because operations are spread between multiple locations and units, there are multiple options by which budgets could be defined, such as:

- Administrative operations
- Legal operations
 - Felony units
 - Complex litigation unit
 - Misdemeanor units
 - Collaborative courts
- Regional divisions

Anticipated Impact

Creating a more detailed budget will allow the Public Defender to have a better understanding of the flow of revenues and expenditures for the department. It will help increase managerial effectiveness, creating a more clear picture of where resources are needed or could be used more effectively. It will also help the Office manage its resources over time, identifying trends and anomalies.

PD-6	Implement new case management system using structured delivery and quality assurance					
	Savings	3	Efficiency	1	Effectiveness	2

Overview

The Office should consider replacing the current system, DefenderData, with a case management system that allows for efficient and effective capture and reporting of case and offender information across all case types, including adult/juvenile, felony/misdemeanor, collaborative court, and other variations. Through this process, the Public Defender should seek opportunities to partner with other criminal justice system departments in order to create a system-wide platform that will facilitate management reporting and enhanced coordination across all agencies. Once approved, they should implement the system using a structured System Development Life Cycle (SDLC) process.

Observation and Analysis

According to information gathered during interviews with Public Defender personnel, an update of the case management system would prove beneficial in many ways. Additionally, to support the development of the management reporting dashboards recommended in PD-2, a modification to DefenderData or a new system is required. Current limitations of the system include:

- Inability to track initial and final charges for a client
- Difficulty to develop ad hoc reports and lack of user-friendly output
- Difficulty tracking juvenile and collaborative court client information
- Inaccurate calculations of case age due to data input constraints
- Difficulty distinguishing the true case age of a case that has been opened and closed multiple times
- Ability to select or modify attorney assignments (as evidenced by the fact that attorneys who are no longer with the agency are still identify as active case-carrying attorneys)
- Ability to identify an attorney as a volunteer, clerk, or full-time employee
- Ability to identify an attorney by geography or unit

When conducting the implementation process, the Public Defender should follow the SDLC process defined in recommendation DA-6.

Anticipated Impact

The successful implementation of a new case management system will have several beneficial impacts, including but not limited to:

- Ability to collect additional fields of data to allow for more detailed case tracking and monitoring/measuring of outcomes (e.g., identifying what the final charges and results were in a jury trial);
- Enhanced reporting outputs and facilitated data analysis;
- Ability to track cases as they progress through the system from filing, to pre-trial events, to trial, and outcomes;
- Ability to improve management of workload based on more detailed understanding of case progression and ability to target areas where delays seem to be occurring;
- Increased reliability of reported caseload figures

Overall, the system and its expected benefits will have a direct impact on Supervisors' ability to quickly assign cases as well as quickly and accurately report on management metrics through the newly-developed scorecards. It will further help increase efficiencies by allowing for the automation of certain tasks that are currently done manually.

PD-7	Implement video conferencing within Public Defender offices and county jail sites				
	Savings	3	Efficiency	1	Effectiveness

Overview

The Public Defender should support the countywide implementation of a video conferencing capability within the Sheriff's Office to allow for meetings between attorneys and incarcerated clients to occur virtually. Although this will not require the financial investment by the Public Defender, the Office will be required to define related policies for use of video conferencing, to include their role in the implementation plan and expectations of minimum use (e.g., utilize for all procedural case discussions). Once fully implemented, the Office should consider further opportunities to utilize video conferencing capabilities for other client, offender, victim, and attorney services. The Sheriff will need to be prepared to support this initiative with changes to its own policies and procedures, as well.

Observation and Analysis

During the course of a case, an attorney may be required to visit a client in jail to discuss confidential case matters, update a client on the next steps (i.e., procedural), or to simply maintain the attorney-client relationship. Due to the size of the County and the number of different jail facilities with different programming options and capacity considerations, clients may not be housed in the jail closest to their attorney's office. As such, attorneys may spend multiple hours a week or month driving to a jail location, waiting for clients, meeting with clients, and driving back from a jail location. Attorney-estimated figures for weekly estimates vary significantly, but provide an overall picture of the time required per attorney by such visits in the table below. Meetings were indicated to be procedural one-quarter of the time and case-specific for the remainder.

Attorneys	Drive Time (Minutes)	Wait Time (Minutes)	Meeting Time (Minutes)	Total Time Spent (Minutes)
Group 1	90	30	300	420
Group 2	120	45	90	255*
Group 3	150	105	270	525
Group 4	105	45	100	250
Totals	465	225	760	1,450
Est. Cost	\$ 419.56	\$ 203.02	\$ 685.74	\$ 1,308.32

Using an average hourly rate of Deputy Public Defender I – IV, the total cost for each meeting component per attorney per week is shown above.

Anticipated Impact

Respondents indicated that approximately 25% of meetings were procedural. Assuming that 50% of the 126 attorneys could utilize video conferencing for their procedural visits, the Office could save up to 490 hours of driving time a month, or approximately \$26,433 worth of attorney time to be used conducting other activities.

The case presented above is reflective of an initial implementation savings achievable by implementing video conferencing. If confidentiality could be ensured, an even higher percentage of client-attorney meetings could be conducted via video. Additionally, video conferencing will reduce the usage of county vehicles and will reduce the risk to personnel of experiencing an accident on the roads. However, the Office and the County in general should keep in mind that these efficiencies will not result in budget savings but will rather save time and allow the Public Defender to focus on clearing the current caseload and additional cases it is appointed to.

*Note: Group 2 estimates were provided for a single case rather than all cases for a single attorney over the course of a week. Group 2 estimates are calculated in the totals but underestimate the total effort required.

PD-8	Review and revise policies and procedures as necessary				
	Savings	3	Efficiency	3	Effectiveness

Overview

The Public Defender should consider undertaking an effort to review and revise policies and procedures, implementing more efficient and effective processes where feasible (e.g., utilizing technology and reducing paper trails where not required).

Observation and Analysis

With the exception of 23 policies that were updated in 2014, the Public Defender's policies were last revised in the early 2000s. Policies recently updated include Legal policies, such as, but not limited to:

- Advisory Counseling
- Clothing for Clients
- Pretrial Motions and Writs
- Pretrial Negotiation and Settlement
- Discovery
- Legal Conflict
- Social Network
- Legal Cooperation with Fellow Attorneys

The Office should be applauded for its inclusion of a social network policy considering the prevalence of social media in today's society. However, the office has 106 additional policies that have not been updated since the early 2000s, in the following categories:

- Purchasing
- Fiscal
- Legal
- Personnel
- Administration

Overall, the Public Defender may inadvertently expose itself to a fiscal or operational risk if its policies are not aligned to its current business practices.

Anticipated Impact

The Office will mitigate its risk by reviewing policies and determining whether the procedures described still align with business practices and are relevant for today's business operations. If so, policy and practice align and the Office's risk of noncompliance will be mitigated. Otherwise, it will provide an opportunity to revise policies and ensure they are in line with the Office's way of working.

Appendix I: Service Inventory

A summary of the scope of services offered in the criminal justice system

SHERIFF'S OFFICE SERVICE INVENTORY

Part A: Sheriff's Office Service Inventory

Courts, Administration, Coroner				
Division	Function	Location	FTE (Filled)	Description
Administrative Services	Administration	Riverside	28.0	The Sheriff's Administration Bureau provides leadership to all Department stations, facilities, and bureaus. Through the direction from the executive team, the administrative unit manages the day to day operations of the Department as a whole. Additionally, Media Relations staff, Carry Concealed Weapons permitting unit, Public Records requests, employee records, business flow and the Department's legal counsel fall under the administrative umbrella.
	Professional Standards Bureau	Riverside	22.0	The Professional Standards Bureau conducts internal investigations regarding claims of employee misconduct, critical incidents, and issues with potential for civil liability. Works as the Department liaison with County Risk Management in the coordination of civil matters and coordinates on the release of certain Department public records.
	Media Information Bureau	Riverside	3.0	The Media Information Bureau Provides information to print, radio, television and Internet media sources about Department operations and events.
Support Services	Accounting and Finance	Riverside	40.0	The Accounting and Finance Bureau is a multi-disciplinary fiscal unit that manages the overall finances of the Department. The unit covers a variety of responsibilities, including payables, receivables, payroll, budget preparation and monitoring, purchasing, auditing, record keeping, and activity reconciliation. The work of the bureau is coordinated through the headquarters in Riverside, which oversees line staff at nearly every remote work location.
	Personnel Bureau	Riverside	21.0	The Personnel Bureau is primarily tasked with conducting the extensive background investigations and security clearances for all persons seeking employment with the Department or access to Department facilities. In order to facilitate the hiring process Personnel has developed a broad presence through marketing, advertising, Internet, and social media.
	Technical Services Bureau	Riverside	36.0	The Technical Services Bureau (TSB) provides information technology service and support to the Sheriff's Office and all outlying facilities. TSB manages and maintains a variety of department databases and links to external data systems such as CLETS, LiNX, Smart Justice, and other vendor supported computer systems. TSB also develops and evaluates new systems and makes recommendations for future needs.
	Information Services Bureau	Riverside	51.0	The Information Services Bureau (ISB) maintains a centralized inventory of all completed and archived crime reports and investigations as well as compiles state and federal statistics as required by law. ISB also serves as the County's central warrants bank and coordinates extraditions. The Telephone Reporting Unit, which is collocated with ISB, is responsible for reports where the suspect's identity is unknown as well as all minor crime reports that do not require any field investigation by patrol officers in the field.
	Grants Unit	Riverside	7.0	The Grants Unit works to administer the major Department grants and ensure funding reporting requirements are met with accurate and meaningful data. The unit acts as a resource for stations, facilities and bureaus seeking to apply for grants and coordinates these activities.

SHERIFF'S OFFICE SERVICE INVENTORY

Courts, Administration, Coroner				
Division	Function	Location	FTE (Filled)	Description
Support Services	Field Operations Fiscal Unit	Riverside	3.0	The Field Operation Fiscal Unit oversees the budgetary and accounting operations for patrol and specialized teams county wide. This includes compiling the Patrol annual budget, tracking revenue and expenditures, preparing quarterly projections and fiscal reports, supervision of accounting personnel at 12 locations and support for units without accounting personnel. The unit is the liaison between Sheriff's centralized accounting and field operations.
	Public Safety Enterprise Communications (PSEC)	Riverside	2.0	The PSEC team is a representative group of Sheriff, County Fire, EDA and RCIT technology professionals working together with Motorola Government & Public Safety Products and Solutions to ensure an integrated public safety radio and mobile data system for the County of Riverside.
	Ben Clark Training Center (BCTC) or (CTC)	Riverside	66.0	The Ben Clark Public Safety Training Center (BCTC) provides regional comprehensive law enforcement and correctional custody public safety training. This training translates into enhanced performance and smoother operations at all levels.
	Patrol Academy Trainees	Riverside	30.0	Patrol Academy Trainees are Department newly-hired trainees currently attending the sworn Basic Academy.
	Coachella Valley Dispatch Center	Riverside	169.0	The Coachella Valley Dispatch Center primarily serves the eastern county, but is interfaced with both the Central and Blythe Dispatch Centers. Coachella Valley dispatch supports the enforcement efforts of the Riverside Sheriff's Office by serving as the public safety answering point for emergency and non-emergency calls, entering and dispatching calls for service, maintaining constant radio communications with personnel in the field, answer requests for information, keeps records of activities, and coordinate with resources both inside and outside the Department. The Coachella dispatch center additionally provides remote coverage for the Blythe Dispatch Center as needed.
	Blythe Dispatch Center	Riverside		The Blythe Dispatch Center is collocated with the Colorado River Sheriff Station and primarily serves the Blythe area, but is interfaced with both the Central and Coachella Valley Dispatch Centers. The Blythe Dispatch Center supports the enforcement efforts of the Riverside Sheriff's Office by serving as the public safety answering point for emergency and non-emergency calls, entering and dispatching calls for service, maintaining constant radio communications with personnel in the field, answer requests for information, keeps records of activities, and coordinate with resources both inside and outside the Department. The staff also performs clerical functions for the Colorado River Station.
	Central Dispatch Center	Riverside		The Central Dispatch Center serves as dispatch headquarters and primarily serves the western county, but is interfaced with both the Coachella Valley and Blythe Dispatch Centers. Supports the enforcement efforts of the Riverside Sheriff's Office by serving as the public safety answering point for emergency and non-emergency calls, entering and dispatching calls for service, maintaining constant radio communications with personnel in the field, answer requests for information, keep records of activities, and coordinate with resources both inside and outside the Department. Provides back-up and emergency coverage for outside agencies as needed. Fleet Services, which is also headquartered at Central Dispatch, orders new vehicles, facilitates the installation of all emergency equipment and parts, and assigns new vehicles to bureaus within the department.

SHERIFF'S OFFICE SERVICE INVENTORY

Courts, Administration, Coroner				
Division	Function	Location	FTE (Filled)	Description
Support Services	Court Services- East	Indio	45.0	The Sheriff's Court Services Division serves as an officer of the court and is responsible for security in the courts, execution of orders issued by the court, and service and enforcement of civil processes. This office serves the Larson Justice Center (LJC) in Indio, the Juvenile Court in Indio, the Palm Springs Court, and the Blythe Court.
	Court Services-Central	Hemet	56.0	The Sheriff's Court Services Division serves as an officer of the court and is responsible for security in the courts, execution of orders issued by the court, and service and enforcement of civil processes. This office serves the Southwest Justice Center (SWJC), the Temecula Court, the Hemet Court, and the Banning Court.
	Court Services-West	Riverside	85.0	The Sheriff's Court Services Division serves as an officer of the court and is responsible for security in the courts, execution of orders issued by the court, and service and enforcement of civil processes. This office serves the Historic Court, Hall of Justice (HOJ), Family Law Court, Juvenile Court, and Self-Help Center in Riverside, as well as the Moreno Valley and Corona Courts.
	CAC Security	Riverside	3.0	The CAC Security group provides security at the County Administrative Center in Riverside, for all meetings of the Riverside County Board of Supervisors, and for all county entities operating within the CAC. Under the direction of Court Services West supervision, officers provide enhanced security at the County Administrative Center in Riverside.
	Coroner East	Indio	11.0	The Coroner investigates and reports on all violent, sudden or unusual deaths of persons within the County as established by California law. The Coroner's Bureau East is tasked with conducting inquiries into all suspicious and unnatural deaths within the East side of the County of Riverside. In all cases which come under its jurisdiction, the Coroner's Bureau will conduct thorough Medico-Legal Death Investigations in order to determine the Manner, Mode, and Cause of Death for each decedent. Deputy Coroners establish medical facts pertaining to each case. Additionally, they direct medical and other scientific personnel to establish and provide information necessary to carry out this mandate.
	Coroner West	Perris	26.0	The Coroner investigates and reports on all violent, sudden or unusual deaths of persons within the County as established by California law. The Coroner's Bureau West is tasked with conducting inquiries into all suspicious and unnatural deaths within the West side of the County of Riverside.
	Coroner's Forensics-East	Thermal	5.0	The forensic center is where each death under the Coroner's jurisdiction gets a thorough examination. The receiving process includes undressing, weighing, obtaining an ID photograph, obtaining fingerprints and documenting property.
	Coroner's Forensics-West	Perris	13.0	The forensic center is where each death under the Coroner's jurisdiction gets a thorough examination. The receiving process includes undressing, weighing, obtaining an ID photograph, obtaining fingerprints and documenting property.
	Coroner Incident Response Team (CIRT)	Perris	N/A	The Coroner Incident Response Team (CIRT) is a specialized unit within the Coroner's Bureau trained to handle incidents which require additional technical expertise. The CIRT team responds to buried body cases, cases that require a body to be extricated from a confined space or up high angles, in remote areas requiring technical rope recovery skills, cases where the body has been exposed to hazardous materials, and mass fatality incidents. The personnel figures are included in the Coroner East and West figures.
	Public Administrator-East/West	Perris	17.0	The Public Administrator bureau is responsible for investigations of deaths of persons without known next of kin, estate management, trust administration, probate court order to show cause investigations, financial elder abuse investigations, and indigent burial or cremation program.

SHERIFF'S OFFICE SERVICE INVENTORY

Courts, Administration, Coroner				
Division	Function	Location	FTE (Filled)	Description
Support Services	Sheriff CAL-DNA	Riverside	N/A	The California Identification System (CAL-ID) is the automated system maintained by the Department of Justice for retaining fingerprint files and identifying latent fingerprints. Riverside CAL-ID entered into an agreement with San Bernardino County to develop a regional DNA laboratory to support law enforcement agencies in both counties. Funding comes from city and agency assessments of 91 cents per capita imposed on all cities and unincorporated areas of both counties as well as from CAL-ID trust fund revenue.
	Sheriff CAL-Photo	Riverside	N/A	CAL-Photo funds the Riverside and San Bernardino counties computerized photo-imaging system used to identify suspects. This function is funded with penalty assessments imposed by the state on criminal court cases and dispositions.
	CAL-ID	Riverside	28.0	The California Identification System (CAL-ID) is an automated fingerprint system maintained by the Department of Justice for retaining and identifying fingerprints. The Riverside – San Bernardino Mobile ID is a unique project unlike any other in the state that allows the team to search the California Department of Justice (DOJ) database. Deputies and police officers can capture thumbprints from an individual and check their identity against local and state criminal databases.
	Chaplain Corps	Riverside	1.0	Provides support for employees and the public at the scene of traumatic incidents. There is one paid Chaplain within support and additional Chaplains are volunteers or in support of corrections.
Corrections				
Division	Function	Location	FTE (Filled)	Description
Corrections Operations	Blythe Jail	Blythe	32.0	Built in 1964, the Blythe Jail is adjacent to the Colorado River Station and serves the entire Palo Verde Valley area. This Type II facility is a small, but full-service jail and serves the local court. The Blythe Jail has 115 inmate beds and serves as a booking facility for the local community.
	Indio Jail	Indio	227.0	Located in the City of Indio, the Indio Jail serves the Coachella Valley which has experienced rapid growth over the past two decades. The facility directly serves the local court, known as the Larson Justice Center. Indio Jail is a Type II jail and is in the process of being replaced by the East County Detention Center (ECDC), which is being constructed around it. When complete in approximately 2018, ECDC will be Riverside County's largest jail complex. The Indio Jail currently has 353 inmate beds and serves as a booking facility for the local community.
	SCF - Larry D. Smith Correctional Facility	Banning	411.0	Located in the city of Banning, the Smith Correctional Facility is currently the Department's largest correctional facility with 1,520 inmate beds. The facility is also home to several Corrections Division programs such as the Supervised Electronic Confinement Program, Work Release Program, Residential Substance Abuse Treatment program, Sheriff's Inmate Training and Education Bureau, a commercial printing shop, centralized warehouse and laundry services, as well as other counseling, vocational, and educational programs.
	SWDC - SW Detention Center	Murrieta	297.0	Opened in 1993, the Southwest Detention Center is located in the southwest portion of Riverside County, adjacent to the cities of Temecula and Murrieta, in an area known as French Valley. This Type II facility is connected to the Southwest Justice Center and currently has 1,111 beds and serves as a booking facility for the local community.

SHERIFF'S OFFICE SERVICE INVENTORY

Corrections				
Division	Function	Location	FTE (Filled)	Description
Corrections Operations	RPDC - Robert Presley Detention Center	Riverside	409.0	Located in the downtown area of Riverside, California, the Robert Presley Detention Center staffing includes Hospital Security Unit located at Riverside University Health System. This Type II facility is the busiest facility for bookings and houses many inmates needing specialized handling and care. RPDC currently has 815 inmate beds and serves as a booking facility for the local communities.
	RCRMC - Riverside County Regional Medical CTR	Moreno Valley	13.0	The RCRMC Hospitals Detention center ensures the safety and security of the poisoners, hospital patients, visitors, staff, and the public that utilize all the facilities that make up Health and Hospitals. The department's focus is to instill a sense of peace and order in a safe environment.
Corrections Support	Sheriff's Inmate Training and Education Bureau (SITE-B)	Banning	43.0	SITE-B operates within the Corrections Division of the Riverside County Sheriff's Office. SITE-B administers programs that target substance abuse, criminal thinking, and behaviors, and specialized needs to veteran offenders. Inmate programs and services also include adult basic and vocational education, religious and volunteer services, transitional programs and community linkages, occupational training and inmate services.
	Corrections Planning	Riverside	8.0	The Sheriff's Planning and Research Unit oversees construction projects, major maintenance issues, and evaluates the detention facilities compliance with Titles 15 and 24, which are the minimum requirements for inmates in county jails and the building codes to which jails are to be constructed. The unit also tracks Corrections personnel movement, staffing levels, and updates the division's policies and procedures. Additionally, monthly evaluations are conducted on areas of operations within the detention facilities by the Quality Assurance Team. Inspections such as the BSCC biennial inspection and the yearly commanders' inspections are also coordinated through the Planning and Research Unit
	RASP - Riverside Alt Sentencing Program & Headcount Management Unit	Riverside	88.0	The Sheriff's Office operates alternative sentencing programs which are designed to provide relief to the overcrowding prevalent in the jail system. These programs allow qualifying inmates to serve their sentence outside of the county jail, through home confinement, a fire camp facility supervised by the California Department of Corrections and Rehabilitation (CDCR) or the Work Release Program. The Sheriff's Office's RASP Unit manages the Work Release Program in cooperation with the Courts.
	Correction Transportation Unit	Each Jail	N/A	The Correctional Facility Transportation Unit is responsible for the transport of all inmates in the Sheriff's custody to balance system population and to ensure inmates are in the correct location to attend court or other scheduled appointments. Full time equivalent staffing figures are integrated with jail facility staffing counts.
	Corrections Academy Trainees	Riverside	26.0	The corrections academies are highlighted by the Basic Correctional Deputy Academy which is a 368-hour course that exceeds the minimum training requirements of section 179 of the California Code of Regulations and meets the 832 P.C. training requirements of 831.5 P.C. In addition to the STC requirements, this course includes a number of specialized courses including but not limited to: hostage management, interview and interrogation, baton techniques, first aid & CPR certification, officer liability, drill and ceremony, staff sexual misconduct with inmates, gangs, defensive tactics, and emergency response training (ERT).

SHERIFF'S OFFICE SERVICE INVENTORY

Field Operations				
Division	Function	Location	FTE (Filled)	Description
West Field Operations	Perris Station	Perris	197.0	The Perris Station serves the contract cities of Canyon Lake, Menifee, and Perris. This station also covers the communities of Gavilan Hills, Glen Valley, Homeland, Juniper Flats, Lake Mathews, Lakeview, Nuevo, Mead Valley, Romoland, Winchester, and Woodcrest. The stations is also home to the Dive Team, which provides underwater search and recovery services for the community and allied agencies. The station also provides School Resource Officers (SRO's) to three school districts.
	Moreno Valley Station	Moreno Valley	217.0	The Moreno Valley Station provides patrol services for the City of Moreno Valley, the Riverside University Health System, the Moreno Valley School District, the Val Verde Unified School District, and the March Joint Powers Authority. This station also serves the unincorporated communities of University City, Box Springs Mountain/Spring Hills, Reche Canyon, and the Moreno March communities.
	Jurupa Valley Station	Jurupa Valley	209.0	The Jurupa Valley Station provides service to the contract cities of Norco, Eastvale and Jurupa Valley, and for the unincorporated areas of Coronita, El Cerrito, Highgrove, Home Gardens, and Lake Hills, Prado Basin and portions of the Cleveland National Forest. The station also provides School Resource Officers (SRO's) to two school districts.
	Forensics East	Thermal	28.0	Forensics East provides on-scene forensic support and evidence collection at crime scenes as well as in lab forensic examinations to include document examination. This facility serves Eastern county and is collocated with Thermal Station.
	Forensics West	Perris		Forensics West provides on-scene forensic support and evidence collection at crime scenes as well as in lab forensic examinations to include document examination. This facility serves as forensic services headquarters, is collocated with the Perris Station, and primarily serves the Western and Mid County areas.
	Special Investigations Bureau (SIB)	Palm Desert, Riverside	30.0	Located in Riverside and Palm Desert, SIB West and East has supervision at both locations. The administration is housed at SIB-West. The main function of SIB is to provide advanced levels of investigative support throughout the county and the contract cities served by the Sheriff. The following units fall under the command and control of SIB: Central Homicide, CATCH, RAID, Major State and Federal Drug Task Forces, Crime Analysis Unit, Anti-Human Trafficking Trask Force, and the Criminal Intelligence Unit.
	Central Homicide Unit	Riverside	30.0	The Central Homicide Unit (CHU) conducts investigations of homicides, suspicious deaths, child deaths, and officer-involved shootings that occur in unincorporated Riverside County and the contract cities served by the Sheriff. These investigations may also be conducted in many municipalities within the County that lack the resources to perform their own major and complex investigations.
	Crime Analysis Unit	Riverside	16.0	The Crime Analysis Unit provides support for the analysis of criminal activity and crime trends throughout the county and contract cities to assist patrol and investigators.
	Riverside Auto Theft Interdiction Detail	Riverside	4.0	The Riverside Auto-theft Interdiction Detail (RAID) is a multi-agency task force funded 70% though VLF whose mission is to combat auto theft throughout the County.
	CATCH Team	Banning	8.0	The Computer and Technology High tech Crime Response Team (CATCH) is dedicated to assisting with any criminal matter involving a high tech nexus. Investigations CATCH assists with include but are not limited to: Homicides, Robberies, Kidnapping, Arson, Child Molestation and Exploitation, Possession and distribution of child pornography, Public Integrity, Internal Agency Investigations, Network Intrusions, Social Media Threats, and Cyber Stalking.

SHERIFF'S OFFICE SERVICE INVENTORY

Field Operations				
Division	Function	Location	FTE (Filled)	Description
West Field Operations	Drug Task Force	Riverside	N/A	The Drug Task Force teams provide mid to major level drug trafficking investigations through state and federal task forces. These major investigations cannot be done at a station level. The Drug Task Forces personnel figures are included in various station totals.
	Criminal Intelligence Unit (CIU)	Riverside	N/A	The primary focus of the Criminal Intelligence Unit is investigating organized crime, counter terrorism, and major public integrity crimes. Personnel figures are included as part of SIB.
	Anti-Human Trafficking Task Force	Riverside	N/A	The Riverside County Anti-Human Trafficking Task Force is a collaboration of agencies working together to: identify and rescue victims of human trafficking, investigate, identify, apprehend, and prosecute those engaged in human trafficking, and promote greater public awareness through marketing, trainings, and understanding of the nature and scope of human trafficking within the County. Personnel figures are included allotted to SIB.

SHERIFF'S OFFICE SERVICE INVENTORY

Field Operations				
Division	Function	Location	FTE (Filled)	Description
Central Field Operations	Cabazon Station	Cabazon	198.0	The Cabazon Station provides patrol service to the mid-county Pass area, to include the unincorporated communities around the cities of Beaumont and Banning, as well as contract services to the city of Calimesa and the Morongo Indian Reservation. Communities included in this area are: Calimesa, Cherry Valley, Poppet Flats, San Gorgonio, San Timoteo Canyon, Twin Pines, and Whitewater. The Cabazon Station also serves as headquarters for the Department's K-9 operations and Pursuit Review Committee.
	Hemet Station	Hemet	121.0	The Hemet Station provides patrol service to the areas around the city of Hemet, within the city of San Jacinto and to other unincorporated communities. Communities included in this area are: Aguanga, Anza, Cahuilla, Garner Valley, Gilman Hot Springs, Green Acres, Idyllwild, Lake Riverside, Mountain Center, Pine Cove, Pine Meadow, Ramona, Sage, Santa Rosa, Soboba, Soboba Hot Springs, and Valle Vista. The station is home to the Tribal Liaison Unit, which builds and fosters relationships within the Native American Communities in Riverside County. The station also provides law enforcement services to the Mount San Jacinto Community College District and SRO's to two school districts.
	Southwest Station	Murrieta	167.0	The Southwest Station provides patrol services for the contract city of Temecula and the De Luz Community Services District, as well as other unincorporated communities of De Luz, French Valley, Murrieta Hot Springs, and Pechanga. The station also provides School Resource Officers (SRO's) to one school district.
	Lake Elsinore Station	Lake Elsinore	131.0	The Lake Elsinore Station, at the western edge of the county, provides patrol services for the contract cities of Lake Elsinore and Wildomar. This station also covers the communities of Alberhill, El Cariso, Glen Eden, Glen Ivy Hot Springs, Good Hope, La Cresta, Lakeland Village, Meadowbrook, Ortega Hills, Temescal Valley, and Warm Springs.
	Gang Task Force (GTF)	Cabazon	15.0	GTF is a multi-agency regional anti-gang task force comprised of local, state, and federal law enforcement officers focused on the suppression, prevention and intervention of criminal street gangs.
	Sexual Assault Felony Enforcement Task Force (S.A.F.E)	Riverside	N/A	Included in the personnel figures of GTF, SAFE is a multi-agency unit that uses the combined expertise and resource of various law enforcement agencies as well as the District Attorney's office in order to provide a comprehensive approach in identifying, monitoring and enforcing registration requirement for sex offenders in Riverside County.
	Sheriff's Emergency Response Team (SERT)	Riverside	5.0	SERT includes the disaster response and search and rescue teams. SERT provides technical equipment and personnel for emergency preparedness and incident management for large scale emergencies or events both natural and manmade.
	Tribal Liaison Unit	Riverside	1.0	To build and foster relationships within the Native American Communities in Riverside County, the Tribal Liaison Unit provides information and training to department personnel as well as the tribal members. The unit's personnel are included in station total counts; and are encouraged to be creative in the Department's approach to improving service and the quality of life on the reservations.
	Department K-9 Unit	Riverside	N/A	RSO's 23 personnel within the Department K9 Team staffed from patrol stations and jails from throughout the County. The Riverside County Sheriff's Office currently has seventeen dual-purpose K9 teams trained to apprehend criminals, and detect narcotics. Additionally, the unit has a bloodhound team and specifically-trained corrections K-9s.

SHERIFF'S OFFICE SERVICE INVENTORY

Field Operations				
Division	Function	Location	FTE (Filled)	Description
East Field Operations	Colorado River Station	Blythe	82.0	The Colorado River Station provides patrol service to the unincorporated area from Red Cloud Road on the west, to the Arizona state line on the east, and county line to county line on the north and south. Communities included in this area are: Colorado River Indian Tribe, Desert Center, Eagle Mountain, East Blythe, Midland (Long Term Visitor Area), Nicholls Warm Springs (Mesa Verde), and Ripley.
	Thermal Station	Thermal	178.0	The Thermal Station provides patrol services for the eastern half of the Coachella Valley. In addition to contract police services for the cities of Coachella and La Quinta, and the Southern Coachella Valley Community Services District, the station provides law enforcement for the unincorporated communities of Bermuda Dunes, Chiriaco Summit, Indio Hills, Mecca, Thermal, North Shore, Oasis, Vista Santa Rosa, and the Augustine, Cabazon, Torres-Martinez, and Twenty-Nine Palms Indian Reservations. The station also provides school resource officers (SROs) to two school districts.
	Palm Desert Station	Palm Desert	198.0	The Palm Desert Station covers patrol duties for the western half of the Coachella Valley's unincorporated areas. The Sheriff's Office contracts with the cities of Indian Wells, Palm Desert and Rancho Mirage. Police services are also provided to the unincorporated communities of Andreas Hills, Joshua Tree National Park, North Palm Springs, Painted Hills, Pinyon Pines, Sky Valley, Desert Edge, and Thousand Palms, and the Agua Caliente Indian Reservation. The station also provides School Resource Officers (SROs) to two school districts.
	Special Enforcement Bureau (SEB)	Banning	37.0	SEB provides patrol support using advanced tactical and specialty trained personnel and equipment for high-risk situations, aerial support, hazardous devices (bombs), crisis negotiations, off-road enforcement, and fugitive apprehension.
	Special Weapons and Tactics (SWAT)	Riverside	N/A	The Riverside County SWAT team is a designated group of deputies who are selected, trained, and equipped to work as a coordinated team to resolve critical incidents that are so hazardous, complex, or unusual that they may exceed the capabilities of first responders or investigative units. Their purpose is to increase the likelihood of safely resolving critical incidents. SWAT personnel figures are allotted under SEB.
	Crisis Negotiation Team	Riverside	N/A	The Crisis Negotiation Team is staffed under the SEB and provides on-scene negotiation support to Special Enforcement deployments to include hostage and barricaded suspect negotiations. The Crisis Negotiation team's personnel figures are included in station totals. Members of the Crisis Negotiation team are staffed at various locations throughout the County and only respond when called for service.
	Felony Warrant Enforcement Team (FWET)	Riverside	N/A	The Felony Warrant Enforcement Team is staffed under the SEB. Their mission is to locate, monitor, and apprehend suspects with felony warrants throughout Southern California.
	Aviation	Hemet	17.0	The Aviation Unit provides advanced specialty trained personnel, aircraft and helicopter support for patrol operations and search and rescue incidents.
	Hazardous Device Team	Riverside	8.0	The Hazardous Device Team (HDT) provides trained experts in numerous types of explosive devices as well as chemical agents with specialty equipment to handle or disarm hazardous devices throughout the county.
	Riverside Off Road Vehicle Enforcement (ROVE)	Banning	7.0	The ROVE team actively patrols off-road locations throughout Riverside County and takes enforcement action against illegal off-road activity.

Part B: Probation Department's Service Inventory

Administrative and Business Services					
Division	Function	Location	FTE (Filled)	FTE (Vacant)	Description
Executive Management	Executive Team	Riverside	10.0	0.0	Includes the Chief Probation Officer and his executive team, plus the executive support staff. Provides executive management and leadership to promote the Probation Department's mission, including organizational development, strategic planning, operational oversight, and overall personnel and infrastructure management.
Human Resources	Administration	Riverside	4.0	1.0	Provides management oversight and leadership for the Human Resources division; also provides administrative support services.
	Backgrounds/ Recruiting	Riverside	14.0	0.0	Conducts recruitment and background checks for potential employees and volunteers.
	Professional Standards	Riverside	3.0	0.0	Conducts internal affairs investigations, entailing interviews of subject(s) and witnesses, collecting documentation, and preparing investigation report with recommendations. Adheres to POBOR requirements regarding due process and timelines.
	Support Personnel and Payroll	Riverside	7.0	1.0	Conducts payroll processes which consist of semi-automated and manual systems which require a significant investment of time on a monthly basis. The County is embarking on an automated payroll system.
	Liability Management and Standards Compliance	Riverside	5.0	0.0	Processes leave management, including return to work procedures, and grievances, Workers Comp, FMLA, etc.
	Staff Development	Riverside	5.0	1.0	Develops and conducts all probation-specific training for all staff. Facilitates completion of state-required and approved training for all peace officers.
	Public Relations	Riverside	3.0	4.0	Manages the Department's public image and social media platforms, focusing on public relations, reputation management recruitment, and public records requests.
Fiscal Services	Administration	Riverside	2.0	0.0	Provides management oversight and leadership for the Fiscal Services division; also provides administrative support services.
	Management Reporting	Riverside	6.0	1.0	Leads development and monitoring of the budget. Provides quarterly reports to the Board of Supervisors and develops financial reports throughout the year. Also responsible for grant accounting.
	Contract, Grants, and Procurement	Riverside	3.0	2.0	Responsible for contract and grant management and procurement. Works with other county agencies as necessary to jointly apply for and manage grants.
	Facility Management / Safety Program	Riverside	3.0	0.0	Maintains responsibility for the maintenance of Probation's multiple facilities. Conducts all safety assessments, furnishing requirements, and space acquisition and planning. Reports on facility incidents relating to workers compensation and employee injuries.
	Accounting / Auditing	Riverside	4.0	0.0	Primarily responsible for the payment of goods and services rendered to the Probation Department. Helps ensure that payment terms meet county and state policies.

PROBATION DEPARTMENT SERVICE INVENTORY

Administrative and Business Services					
Division	Function	Location	FTE (Filled)	FTE (Vacant)	Description
Information Technology Management	Administration	Riverside	1.0	0.0	Provides management oversight and leadership for the Information Technology management division; also provides administrative support services.
	JAMS QA Unit	Riverside	6.0	3.0	Maintains JAMS, develops reports as required, train staff and conduct quality assurance.
	Research Unit	Riverside	2.0	2.0	Identifies opportunities for enhanced data collection to facilitate reporting and evidence-based practices. Researches best practices for evidence-based programming.
	Support Staff	Riverside	1.0	1.0	Provides administrative support for RCIT staff housed within the Probation Department.
	RCIT Staff	Riverside	8.0	0.0	Manages network administration, provides IT user support, and leads development of the new JAMS 2.0 application.
Field Services					
Adult Services Division	Adult Services Management	Riverside	3.0	0.0	Includes division management and administrative support staff. Has overall responsibility for identifying hiring needs, ensuring compliance with training requirements, evaluating employee performance management, and overseeing daily duties of the division's functions.
	Investigations	Riverside	9.0	2.0	Conducts objective pre-sentencing reports for offenders, as required by the penal code. Makes a recommendation based on circumstances of the offense, a review of available information and interviews of relevant parties.
	Supervision	Riverside	39.0	1.0	Conducts entrance assessment via the COMPAS tool to identify a risk level for offenders (low - high risk; rating 1 - 3). Provides supervision by engaging offenders and ensuring compliance with their terms and conditions of probation (e.g., offender and collateral contacts, service referrals, compliance checks, etc.) based on risk level. Focuses on community safety, offender accountability and rehabilitation using evidence-based practices. Specialized programs entail additional programming for caseloads where topics are determined to be relevant and necessary. Provides supervision services in the cities of Riverside and Jurupa Valley.
	Recovery Opportunity Center	Riverside	2.0	1.0	Works collaboratively with the DA, PD, Mental Health and the Court to provide recovery-oriented services to offenders with substance abuse issues. Serves as an intensive, structured program that provides the treatment offenders require.
	Veterans Court	Riverside	2.0	0.0	Veterans Court supervises felony and misdemeanor veterans through a comprehensive judicially monitored program of treatment and rehabilitation services. A partnership among the Court, Veterans Administration Healthcare System (VA), DA, PD, and Mental Health; the program structures treatment intervention around a collaborative courtroom atmosphere that includes personal involvement of a single judge. The treatment team works together toward the common goal of increasing public safety by treating veterans to break the cycle of substance abuse and criminal behavior, address mental health issues and reduce recidivism.

PROBATION DEPARTMENT SERVICE INVENTORY

Field Services (continued)					
Division	Function	Location	FTE (Filled)	FTE (Vacant)	Description
Adult Services Division (Continued)	Adult Services Management	Riverside	3.0	0.0	Includes division management and administrative support staff. Has overall responsibility for identifying hiring needs, ensuring compliance with training requirements, evaluating employee performance management, and overseeing daily duties of the division's functions.
	Adult / Juvenile / Investigations / Supervision	Banning	7.0	1.0	Provides pre-sentencing investigations and supervision of offenders as described above. This unit is jointly operated in Banning due to the regional demand being overall lower than in Riverside.
	AB109 Intake / Assessment	Riverside	10.0	0.0	Processes intake AB109 offenders, assesses for likelihood to recidivate and determines resulting case plan.
	AB109 Supervision	Riverside	17.0	2.0	Provide supervision for AB109 offenders.
	AB109 – Adult/ Juvenile Investigation / Supervision	Riverside	8.0	0.0	Provide offender investigation and supervision services for both juvenile and adult AB109 offenders.
	Support Staff	Riverside – Franklin	6.0	1.0	Provide administrative and support services in physical probation office locations.
	Support Staff	Riverside – Iowa Center	15.0	5.0	Provide administrative and support services in physical probation office locations.
	Support Staff	Banning	3.0	2.0	Provide administrative and support services in physical probation office locations.

PROBATION DEPARTMENT SERVICE INVENTORY

Field Services					
Division	Function	Location	FTE (Filled)	FTE (Vacant)	Description
Desert Services	Desert Services Management	Indio	3.0	0.0	Includes division management and administrative support staff. Has overall responsibility for identifying hiring needs, ensuring compliance with training requirements, evaluating employee performance management, and overseeing daily duties of the division's functions.
	Adult Investigation	Indio	9.0	1.0	Conducts objective pre-sentencing reports for offenders, as required by the penal code. Makes a sentencing recommendation based on circumstances of the offense, a review of available information and interviews of relevant parties.
	Adult Supervision	Indio	9.0	1.0	Focuses on community safety, offender accountability, and rehabilitation using evidence-based practices. Specialized programs entail additional programming for caseloads where topics are determined to be relevant and necessary. Provides supervision services in the Indio area.
	Juvenile Supervision	Indio	4.5	0.0	Supervises youth on probation in the Indio area based on results from the Wisconsin Delinquency Risk Assessment. Works in conjunction with the local district attorney's office to provide diversion services for youths who have committed minor offenses, and provides specialized programs/services for youth based on their individual needs.
	Juvenile Investigation	Indio	4.5	0.0	Conducts the investigation and preparation of criminal and civil court reports for youth in the Indio area. Processes in-custody intake, prepares detention reports for courts, and processes out-of-custody applications for Juvenile Court petitions.
	AB109 Supervision	Indio	7.0	0.0	Provides offender investigation and supervision services for both juvenile and adult AB109 offenders.
	AB109 Supervision/ Assessments	Indio	9.0	1.0	Processes intake AB109 offenders, assesses for likelihood to recidivate and determines the resulting case plan.
	Adult Supervision	Palm Springs	6.5	1.0	Focuses on community safety, offender accountability, and rehabilitation using evidence-based practices. Specialized programs entail additional programming for caseloads where topics are determined to be relevant and necessary. Provides supervision services in the Palm Springs area.

PROBATION DEPARTMENT SERVICE INVENTORY

Field Services (continued)					
Division	Function	Location	FTE (Filled)	FTE (Vacant)	Description
Desert Services (continued)	Juvenile Supervision	Palm Springs	3.5	0.0	Supervises youth on probation in the Palm Springs area based on results from the Wisconsin Delinquency Risk Assessment.
	Juvenile Supervision / Investigation	Blythe	1.33	0.0	Supervises youth on probation in the Blythe area based on results from the Wisconsin Delinquency Risk Assessment. Conducts the investigation and preparation of criminal and civil court reports for youth in Blythe.
	Adult Investigation	Blythe	2.0	0.0	Conducts objective pre-sentencing reports for offenders, as required by the penal code. Based on circumstances of the offense, reviews available information, interviews relevant parties, and makes a sentencing recommendation.
	Adult Supervision	Blythe	4.83	3.0	Focuses on community safety, offender accountability, and rehabilitation using evidence-based practices. Specialized programs entail additional programming for caseloads where topics are determined to be relevant and necessary. Provides supervision services in the Blythe area.
	Support Staff – Adult Services	Indio	6.5	3.0	Provides administrative and support services in physical probation office locations.
	Support Staff – Juvenile Services	Indio	3.5	1.0	Provides administrative and support services in physical probation office locations.
	Support Staff – Blythe	Blythe	3.0	0.0	Provides administrative and support services in physical probation office locations.
	Support Staff – Palm Springs	Palm Springs	1.0	1.0	Provides administrative and support services in physical probation office locations.
Field Projects	Field Projects Administration	Riverside	4.0	1.0	Includes division management and administrative support staff. Has overall responsibility for identifying opportunities for enhanced programming and services (utilizing grant funds) related to realignment and CCPIA offenders, evaluating performance of existing projects, employee performance management, and overseeing daily duties of the functions within the Field Projects Division.
	Pretrial Services	East County	11.0	2.0	Makes contact with newly-arrested offenders and utilizes the VPRAI to determine if the offender may be a safe risk to release to probation in advance of the trial. Provides supervision services as required for offenders who are released pre- and post-arraignment based on the pretrial investigation. One officer is dedicated to the supervision component in the Desert region.
	Pretrial Services	West County	8.0	1.0	Makes contact with newly-arrested offenders and utilizes the VPRAI to determine if the offender may be a safe risk to release to probation in advance of the trial. Provides supervision services as required for offenders who are released pre- and post-arraignment based on the pretrial investigation. One officer is dedicated to the supervision component in the Riverside area.
	Pretrial Services	South County	9.0	2.0	Makes contact with newly-arrested offenders and utilize the VPRAI to determine if the offender may be a safe risk to release to probation in advance of the trial. Provides supervision services as required for offenders who are released pre- and post-arraignment based on the pretrial investigation. Two officers are dedicated to the supervision component in Southwest region.

PROBATION DEPARTMENT SERVICE INVENTORY

Field Services (continued)					
Division	Function	Location	FTE (Filled)	FTE (Vacant)	Description
Field Projects (continued)	Day Reporting Center	Riverside	5.33	1.0	Provides a physical location to connect eligible offenders to multiple county agencies (e.g., Probation, Mental Health, Public Health, Workforce Development, DPSS, Riverside County Office of Education) and provides programs and services to help the offender make a successful transition back to the community.
	Day Reporting Center	Temecula	4.33	1.0	Provides a physical location to connect eligible offenders to multiple county agencies (e.g., Probation, Mental Health, Public Health, Workforce Development, DPSS, Riverside County Office of Education) and provides programs and services to help the offender make a successful transition back to the community.
	Day Reporting Center	Indio	5.33	0.0	Scheduled to open April/May 2016. Will provide a physical location to connect eligible offenders to multiple county agencies (e.g., Probation, Mental Health, Public Health, Workforce Development, DPSS, Riverside County Office of Education) and provide programs and services to help the offender make a successful transition back to the community.
	CCPIA / EBSP	Riverside	7.0	0.0	Provides training related to motivational interviewing and Courage to Change journaling techniques (evidence-based practices) and other behaviors to help probation officers have positive interactions with their clients and help ensure buy-in. Codes interviews and identifies opportunities for improvement and best practices to incorporate into training.
	AB109	Riverside	4.25	0.0	Identifies housing opportunities for AB109 offenders. Provides training related to the use of the COMPAS assessment tool. Reports on statistics related to the AB109 population, reviews new legislation and identifies potential solutions on an ad hoc basis.
	AB109 – Transition & Reentry Unit (TRU)	Riverside	8.75	0.0	Places probation officers in jails to assist Mandatory Supervision offenders with re-entry into society after their sentences are complete. The program varies based on the individual jail's operations, but is available in all jails, including Blythe.

PROBATION DEPARTMENT SERVICE INVENTORY

Field Services (continued)					
Division	Function	Location	FTE (Filled)	FTE (Vacant)	Description
Juvenile Services	Juvenile Services Management	Riverside	3.0	0.0	Includes division management and administrative support staff. Has overall responsibility for identifying hiring needs, directing use of juvenile-specific grant funds, evaluating performance of existing projects, employee performance management, and overseeing daily duties of the functions within the division.
	CWSOIP	Riverside	6.0	0.0	Includes CWSOIP (Child Welfare Services Outcome Improvement Project), focused on reporting outcomes to the California Department of Public Social Services in addition to WrapAround and Independent Living Program (ILP) supervision for juveniles.
	Juvenile Intake	Riverside	8.0	0.0	Conducts intake assessments, reviews offender's cases and makes a determination whether or not to divert from court into community-based programming. Completes objective pre-dispositional reports for offenders, as required by the Welfare and Institutions Code. Makes a sentencing recommendation based on circumstances of the offense, a review of available information and interviews of relevant parties. Completes civil investigative reports as required by the California Family Code regarding Abandonment and Step-parent Adoption cases.
	Juvenile Investigations	Riverside	8.0	0.0	Completes objective pre-dispositional reports for offenders, as required by the Welfare and Institutions Code. Makes a sentencing recommendation based on circumstances of the offense, a review of available information and interviews of relevant parties.
	Juvenile Placement	Riverside	21.0	0.0	Provides placement opportunities for juveniles who have not been successful under conventional supervision. Three placement opportunities (Private Placement, NREFM, and Dual Status) are available. Also, provides community supervision for youth in Extended Foster Care.
	Juvenile Supervision	Riverside	19.0	0.0	Provides conventional community supervision for juveniles in the Riverside and Corona areas. In addition, in Riverside, provides supervision of juveniles released from the Division of Juvenile Justice (DJJ). In Corona, provides supervision of diverted youth in the Youth Diversion Team (YDT) operated by the Corona Police Department. Also provides court-ordered reports and recommendations for case plans based on compliance issues and rehabilitation.
	Corona Adult Supervision	Corona	9.0	0.0	Provides supervision based on case plan and risk level primarily for AB109 and CCPIA offenders in the Corona area.
	Support Staff – Intake	Riverside	6.0	0.0	Provides administrative and support services specific to juvenile intake in physical probation office locations.
	Support Staff – Riverside Placement	Riverside	7.0	0.0	Provides administrative and support services specific to youth placement in physical probation office locations.
	Support Staff – Corona	Corona	3.0	1.0	Provides administrative and support services in physical probation office locations.

PROBATION DEPARTMENT SERVICE INVENTORY

Field Services (continued)					
Division	Function	Location	FTE (Filled)	FTE (Vacant)	Description
Southwest Services	Division Management	Southwest	3.0	0.0	Includes division management and administrative support staff. Has overall responsibility for identifying hiring needs, providing services in the Southwest region, employee performance management, and overseeing daily duties of the functions within the division.
	Adult Supervision	San Jacinto	7.0	0.0	Provides supervision and case management (e.g., face-to-face contacts, service referral, violation reporting) for adult offenders in the San Jacinto area.
	AB109 Supervision	San Jacinto	10.0	0.0	Provides supervision and case management (e.g., face-to-face contacts, service referral, violation reporting) for AB109 adult offenders in the San Jacinto area. Includes armed probation officers.
	Juvenile Supervision	San Jacinto	4.0	0.0	Provides supervision for juvenile offenders within the San Jacinto/Hemet area. Also provides court-ordered reports and recommendations for case plans based on compliance issues.
	Adult Investigations	Southwest	7.0	1.0	Conducts objective pre-sentencing reports for offenders, as required by the penal code. Makes a sentencing recommendation based on circumstances of the offense, a review of available information and interviews of relevant parties. Two Court officers represent the department in the Adult Court.
	Recovery Opportunity Center	Southwest	1.0	0.0	Works collaboratively with the DA and PD to provide recovery-oriented services to offenders with substance abuse issues. Serves as an intensive, structured program that provides the treatment offenders require. Provides services to offenders in the southwest part of the region (San Jacinto, Hemet, Murrieta, Temecula, Lake Elsinore)
	Juvenile Investigations	Southwest	8.0	0.0	Conducts objective pre-sentencing reports for juvenile offenders, as required by the penal code. Makes a sentencing recommendation based on circumstances of the offense, a review of available information and interviews of relevant parties. One court officer represents the department in the Juvenile court.
	Adult Supervision	Murietta	9.0	0.0	Provides supervision and case management (e.g., face-to-face contacts, service referral, violation reporting) for adult offenders in the Murrieta area, specifically for medium risk felony adult offenders.
	AB109 Assessment	Murietta	2.0	0.0	Processes intake AB109 offenders, assesses for likelihood to recidivate and determines resulting case plan.
	AB109 Supervision	Murietta	9.0	0.0	Provides supervision and case management (e.g., face-to-face contacts, service referrals, violation reporting) for AB109 adult offenders in the Murrieta area. Includes armed probation officers.
	Juvenile Supervision	Murietta	8.0	0.0	Provides supervision for juvenile offenders within the Murrieta area. Also provides court-ordered reports and recommendations for case plans based on compliance issues.
Adult Supervision / Banked	Murietta	8.0	0.0	Provides supervision and case management (e.g., face-to-face contacts, service referral, violation reporting) for low level adult offenders in the Murrieta, Temecula and Lake Elsinore area.	

PROBATION DEPARTMENT SERVICE INVENTORY

Field Services (continued)					
Division	Function	Location	FTE (Filled)	FTE (Vacant)	Description
Southwest Services (Continued)	Clerical Support	San Jacinto	5.0	0.0	Provide administrative and support services in physical probation office locations.
	Clerical Support	Southwest	5.0	1.0	Provide administrative and support services in physical probation office locations.
	Clerical Support	Murietta	6.0	1.0	Provide administrative and support services in physical probation office locations.
	Adult Supervision	Perris	7.0	0.0	Provides supervision and case management (e.g., face-to-face contacts, service referral, violation reporting) for adult offenders in the Perris area, specifically for medium risk felony adult offenders.
	AB109 Assessments	Perris	3.0	1.0	Conducts intake assessments and make placements as applicable for AB109 offenders in the Perris area.
	AB109 Supervision	Perris	10.0	1.0	Provides supervision and case management (e.g., face-to-face contacts, service referral, violation reporting) for AB109 adult offenders in the Perris area. Includes armed probation officers.
	Juvenile Supervision	Perris	9.0	1.0	Provides supervision for juvenile offenders within the Perris area. Also provides court-ordered reports and recommendations for case plans based on compliance issues.
	Adult Supervision / Banked	Franklin	9.0	0.0	Conduct intake assessments and make placements as applicable for AB109 offenders in the Murietta area. Provides supervision and case management (e.g., face-to-face contacts, service referral, violation reporting) for low level adult offenders in the Perris and Moreno Valley area.
	Clerical Support	Perris	6.0	1.0	Provide administrative and support services in physical probation office locations.

PROBATION DEPARTMENT SERVICE INVENTORY

Field Services (continued)					
Division	Function	Location	FTE (Filled)	FTE (Vacant)	Description
Special Services	Special Services Administration	Riverside	3.0	0.0	Includes division management and administrative support staff. Has overall responsible for identifying hiring needs, ensuring training requirements are met, evaluating employee performance management, and overseeing daily duties of the functions within the division.
	Prevention Services Program (JJCPA)	Western Region	10.0	0.0	Includes Youth Accountability Team (YAT) DPOs stationed within the community at school districts or police departments. Targets pre-delinquent youth (aged 11.5 - 17.5) by establishing 6-month contracts and helping them to engage in pro-social activities and programming.
	Prevention Services Program (JJCPA)	Mid-County Region	10.0	0.0	Includes Youth Accountability Team (YAT) DPOs stationed within the community at school districts or police departments. Targets pre-delinquent youth (aged 11.5 - 17.5) by establishing 6-month contracts and helping them to engage in pro-social activities and programming.
	Prevention Services Program (JJCPA)	Desert Communities	7.0	0.0	Includes Youth Accountability Team (YAT) DPOs stationed within the community at school districts or police departments. Targets pre-delinquent youth (aged 11.5 - 17.5) by establishing 6-month contracts and helping them to engage in pro-social activities and programming.
	Restitution Unit	Riverside	7.0	0.0	When restitution is not set at sentencing, restitution personnel works with victims to set an appropriate amount. Reviews police reports, interviews victims, identifies areas of loss, educates victims, and ensures all proper documentation is in place and a victim restitution order is made. Not responsible for collecting restitution.
	Special Task Forces	Countywide	7.0	4.0	Multiple armed-officer task forces, including Narcotics (Desert only), Sexual Offender - SAFE, and AB109 - PACT (latter two are countywide). Each task force is officially run by another agency, but has a member of Probation as a part of the multi-agency team.
	Gang Task Forces	Countywide	7.0	2.0	There are 8 Gang Task Forces across the county, and each has one probation officer on the multi-agency team.
	Support Staff - Gang Task Force	Countywide	4.0	0.0	Primarily office assistants who provide regional support for the cross- county Gang Task Force.
	Support Staff - Division	Riverside	3.0	2.0	Primarily office assistants who provide overall administrative support for the division as a whole.
Community Diversion Team	Riverside & Desert Communities	3.0	0.0	Includes POs who are stationed within community schools. Targets status offenders enrolled at the community schools placing them on a contract for the duration of their enrollment. Helps the youth maintain good attendance, decrease behavior issues and engage in pro-social activities and programming.	

PROBATION DEPARTMENT SERVICE INVENTORY

Institutional Services					
Division	Function	Location	FTE (Filled)	FTE (Vacant)	Description
Indio Juvenile Hall	Indio Juvenile Hall Administration	Indio	3.0	0.0	Includes division management and administrative support staff. Provides overall management and oversight of the institution. Makes decisions regarding programming, operations, maintenance, inspections, and staffing. Ensures compliance with legal mandates for staffing ratios. Also responsible for the planning of a new construction project which will provide expanded intake and programming spaces. Operates units for boys and girls for the YTEC program.
	Probation Corrections	Indio	47.0	0.0	Provides 24 hour, 7 day a week coverage for the units which are operational at each facility. Responsible for the safety and security of the youth detained at the facility. Helps to facilitate the provision of education, recreation, medical, mental health, social programs, and various other special services for the youth under their supervision.
	Office Staff	Indio	3.0	1.0	Provides support services to the institutions including reception duties, file maintenance, general paperwork, and other administrative tasks.
	Other Support Staff	Indio	20.0	4.0	Encompasses housekeeping staff, storekeeper, maintenance workers, food and laundry service workers, who support the general operations of the facility.
Institutional Projects	Institutional Projects	Indio	4.0	0.0	Focuses on data collection, maintenance of an institutional dashboard, preparation of various audit reports, PREA oversight, and policy development and revision.
Riverside Juvenile Hall	Riverside Juvenile Hall Administration	Riverside	3.0	0.0	Includes division management and administrative support staff. Provides overall management and oversight of the institution. Makes decisions regarding programming, operations, maintenance, inspections, and staffing. Ensures compliance with legal mandates for staffing ratios. Operates two boys units for the YTEC program.
	Probation Corrections	Riverside	112.00	7.0	Provides 24 hour, 7 day a week coverage for the units which are operational at each facility. Responsible for the safety and security of the youth detained at the facility. Helps to facilitate the provision of education, recreation, medical, mental health, social programs, and various other special services for the youth under their supervision.
	Office Staff	Riverside	3.0	0.0	Provides support services to the institutions which include reception duties, file maintenance, general paperwork, and other administrative tasks.
	Support Staff	Riverside	30.0	5.0	Encompasses housekeeping staff, storekeeper, maintenance workers, food and laundry service workers, who support the general operations of the facility.

PROBATION DEPARTMENT SERVICE INVENTORY

Institutional Services (continued)					
Division	Function	Location	FTE (Filled)	FTE (Vacant)	Description
Southwest Juvenile Hall	Southwest Juvenile Hall Administration	Southwest	3.0	0.0	Includes division management and administrative support staff. Provide overall management for and oversight of the institution. Makes decisions regarding programming, operations, maintenance, inspections, and staffing. Ensures compliance with legal mandates for staffing ratios.
	Probation Corrections	Southwest	71.0	6.0	Provides 24 hour, 7 day a week coverage for the units which are operational at each facility. Responsible for the safety and security of the youth detained at the facility. Helps to facilitate the provision of education, recreation, medical, mental health, social programs, and various other special services for the youth under their supervision.
	Office Staff	Southwest	2.0	0.0	Provides support services to the institutions which include reception duties, file maintenance, general paperwork, and other administrative tasks.
	Support Staff	Southwest	13.0	1.0	Encompasses housekeeping staff, storekeeper, maintenance workers, food and laundry service workers, who support the general operations of the facility.
Youth Treatment and Education Center	YTEC Administration	Riverside	3.0	0.0	Includes division management and administrative support staff. Provides overall management and oversight of the institution. Makes decisions regarding programming, operations, maintenance, inspections, and staffing. Ensures compliance with legal mandates for staffing ratios. Currently developing program requirements and overseeing the construction of the AMC-YTEC facility scheduled to open in fall of 2016. YTEC will be a 106 bed treatment facility for delinquent youth.
	AMC YTEC Probation Corrections	Riverside	90.0	39.0	Provides 24 hour, 7 day a week coverage for the units which are operational at each facility. Responsible for the safety and security of the youth detained at the facility. Helps to facilitate the provision of education, recreation, medical, mental health, social programs, and various other special services for the youth under their supervision. Staff currently assigned to the YTEC transition team are developing the procedures and programs for the new facility.
	AMC YTEC Office Staff	Riverside	2.0	2.0	Provides support services including reception duties, file maintenance, general paperwork, among other administrative tasks. Office staff currently assigned to YTEC are part of the transition team.
	AMC YTEC Support Staff	Riverside	17.0	9.0	Encompasses housekeeping staff, storekeeper, maintenance workers, food and laundry service workers, who support the general operations of the facility. Support staff currently assigned to YTEC are part of the transition team.
	YTEC Enhanced Aftercare	Riverside	17.0	1.0	Provides community supervision of the youth who complete the in-custody portion of the YTEC program. Designed to provide a continuum of services to ensure successful re-entry into the community. Along with frequent visits at home and school, officers provide referrals to community based programs and services, and general support for the youth and their family.

Part C: Office of the District Attorney's Service Inventory

Countywide Administration					
Division	Function	Location	FTE (Filled)	FTE (Vacant)	Description
Countywide Administration	Executive Management	Countywide	4.0	0.0	Includes senior-level office management; primarily those responsible for determining the direction and major initiatives of the Office of the District Attorney.
	Accounting / Budget Management	Countywide	23.0	2.0	Oversees management of budgeted and actual revenues and expenditures; reviews accounts payable and receivable, facilities and supplies, grant funding opportunities, and general accounting.
	Human Resources	Countywide	8.0	1.0	Oversees employee benefit and record management, compensation and benefits, payroll, and clerical support for the office.
	Technology Services Bureau	Countywide	15.0	1.0	Oversees system supervision, support, and overall business and user support for IT systems and tools for the office.
New Career Prosecutors	Calendar Courts	Western	2.0	0.0	Focuses on misdemeanor hearings in daily calendar courts in the Western region.
	NCP Trial Team	Western	15.0	0.0	Handles all adult misdemeanor cases for trial in the Western region. The misdemeanor cases vary widely but may include driving under the influence, all misdemeanor drug offenses, driving without a valid license, shoplifting, battery, trespass, and disturbing the peace.
	Calendar Courts	Southwest	2.0	0.0	Focuses on misdemeanor hearings in daily calendar courts in the Southwest region.
	NCP Trial Team	Southwest	8.0	0.0	Handles all adult misdemeanor cases for trial in the Western region. The misdemeanor cases vary widely but may include driving under the influence, all misdemeanor drug offenses, driving without a valid license, shoplifting, battery, trespass, and disturbing the peace.
	Calendar Courts	Eastern	2.0	0.0	Focuses on misdemeanor hearings in daily calendar courts in the Eastern region.
	NCP Trial Team	Eastern	18.0	0.0	Handles all adult misdemeanor cases for trial in the Western region. The misdemeanor cases vary widely but may include driving under the influence, all misdemeanor drug offenses, driving without a valid license, shoplifting, battery, trespass, and disturbing the peace.
Crime Prevention Unit	Project Safe Neighborhoods Coordinators	Countywide	3.0	0.0	Provides coordination and operational assistance for PSN programming, which focuses on reducing gun and gang crime.
	Youth Accountability Team	Countywide	7.0	0.0	Provides short-term home, school, and community monitoring for at-risk or low-level juvenile offenders in which the youth may be referred to educational/intervention programs and parents may be referred to parenting courses.
	School Attendance Review Board	Countywide	1.0	0.0	Provides connection to local resources to help address school attendance and behavioral concerns for truant or recalcitrant students and their parents.

DISTRICT ATTORNEY SERVICE INVENTORY

Countywide Administration					
Division	Function	Location	FTE (Filled)	FTE (Vacant)	Description
Juvenile	Juvenile Team	Western	6.0	0.0	Serves as a prosecution team for criminal cases for juvenile defendants.
	Juvenile Team	Southwest	4.0	0.0	Serves as a prosecution team for criminal cases for juvenile defendants.
	Juvenile Team	Eastern	2.0	0.0	Serves as a prosecution team for criminal cases for juvenile defendants.
Writs & Appeals, Victim Restitution, and Asset Forfeiture	Writs & Appeals	Countywide	10.0	1.0	Handles People's appeals and writs, post-conviction responses to writs of mandate, petitions for writs of habeas corpus, misdemeanor appeals, immigration consequences motions, factual innocence claims and numerous other areas of post conviction litigation. In-house Counsel matters including CPRA, SDTs, Civil Litigation discovery coordination and special projects. Trial support matters including assisting in emergent question responses, complex motions and claims of misconduct.
	Brady/Ethics	Countywide	1.0	0.0	Reviews Brady violations and establishes the Office's policies and procedures for ethics matters.
	Victim Restitution	Countywide	3.0	1.0	Ensure that the Victims Compensation Government Claims Board fund is replenished by collecting costs of victims claim payouts from defendants upon conviction.
	Asset Forfeiture	Countywide	2.0	0.0	Oversees asset forfeiture operations, including the seizure of property.
	Wires	Countywide	2.0	0.0	Oversees wire operations for various units within the Office, operating cross-County.
Training	Training	Countywide	5.0	0.0	Coordinates office-wide trainings.

DISTRICT ATTORNEY SERVICE INVENTORY

Victim Services					
Division	Function	Location	FTE (Filled)	FTE (Vacant)	Description
Victim Services	Administration	Riverside	5.0	0.0	One Director, two Assistant Directors, with the support of two DA secretaries, provide overall leadership and direction for the victim services division, including management decisions, business planning, and hiring/ performance evaluations.
	Advocate Services	Western	10.0	0.0	Advocates work within the Riverside FJC and in conjunction with attorneys in the DA's office to help ensure that victims of domestic violence and adult/child abuse are connected to the services they need. In the Western region, advocates focus on homicide/gang activity, lifer/parole units, and juvenile cases, as well as general felonies.
	Family Justice Center	Western	7.0	0.0	The Western FJC is located in Riverside and works in collaboration with a variety of community-based partners. FJCs are a safe and confidential place for victims of domestic violence, sexual assault, and child/elder abuse. Partners are available on site to provide services such as restraining orders, emergency shelter, family counseling, court support, and restitution assistance, among others.
	Advocate Services	Southwest	5.0	0.0	Advocates work within the Murietta FJC and in conjunction with attorneys in the DA's office to help ensure that victims of domestic violence and adult/child abuse are connected to the services they need. In the Southwest region, advocates focus on homicide/gang activity, general felonies, and juvenile cases.
	Family Justice Center	Southwest	2.0	1.0	The Southwest FJC is in Murietta and works in collaboration with a variety of community-based partners. FJCs are a safe and confidential place for victims of domestic violence, sexual assault, and child/elder abuse. Different partners are available on site to provide services such as restraining orders, emergency shelter, family counseling, court support, and restitution assistance, among others.
	Advocate Services	Eastern	10.0	0.0	Advocates work within the Indio FJC and provide support as needed to cases in the Blythe area, in conjunction with the DA's office to help ensure that victims of domestic violence as well as adult/child abuse are connected to the services they need. In the Eastern region, advocates focus on homicide/gang activity, general felonies, and juvenile cases.
	Family Justice Center	Eastern	5.0	0.0	The Eastern FJC is in Indio and works in collaboration with a variety of community-based partners. FJCs are a safe and confidential place for victims of domestic violence, sexual assault, and child/elder abuse. A number of partners are available on site to provide services such as restraining orders, emergency shelter, family counseling, court support, and restitution assistance, among others.
	Claims Unit	Countywide	10.0	1.0	The Claims Unit is supported through state-funded grants and focuses on providing a variety of services to victims and families of victims for certain activities (e.g., relocation of witnesses, transporting victims as witnesses, crime scene cleanup, funeral services).
	Training and Development	Countywide	3.0	0.0	Responsible for training, oversight of interns/volunteers, developing partnerships for the FJC, and Community Education through a variety of outreach activities.

DISTRICT ATTORNEY SERVICE INVENTORY

Southwest/Mid-County					
Division	Function	Location	FTE (Filled)	FTE (Vacant)	Description
Felony Prosecutions Unit 1	Calendar Courts	Southwest / Mid-County	6.0	0.0	Serve as prosecutors for all calendar felony hearings as applicable in the Southwest and Mid-County courts (Murietta and Banning).
	Felony Trial Team 1	Southwest / Mid-County	3.0	0.0	FPU 1 is responsible for prosecuting various felony crimes within the Southwest / Mid-County region.
	Felony Trial Team 2	Southwest / Mid-County	3.0	0.0	FPU 2 is responsible for prosecuting various felony crimes within the Southwest / Mid-County region.
	GTA Trial Team	Southwest / Mid-County	1.0	0.0	The Grand Theft Auto (GTA) Unit prosecutes auto theft and carjacking. The unit prosecutes these cases and also works with the Riverside Auto Theft Interdiction Detail (RAID), a task force comprised of personnel from multiple agencies.
	Tribal Gaming	Countywide	4.0	0.0	The Tribal Gaming Unit prosecutes Indian gaming crimes and crimes committed at the nine Indian casinos across Riverside County. In addition to the prosecuting team, it also includes a tribal liaison. The unit handles tribal inquiries and provides training to promote legal and safe gaming in Riverside County.
Felony Prosecutions Unit 2	Banning	Southwest / Mid-County	8.0	0.0	The Banning unit is responsible for prosecuting felony crimes within the Banning region.
	Post-Release Community Supervision	Southwest / Mid-County	2.0	0.0	Handles cases in which the offender has been released on post-release community supervision (formerly parole for inmates housed in state prison).
	Domestic Violence	Southwest / Mid-County	1.0	0.0	The Domestic Violence (DV) Unit vertically prosecutes cases involving violence or the threat of violence between married, engaged, dating, or formerly involved couples. This Unit works in conjunction with other personnel and service providers at the Family Justice Centers (FJC) to help ensure victims are properly represented.
Homicide / Gangs	Homicide Trial Team	Southwest / Mid-County	6.0	3.0	Homicide attorneys try all murder cases, ranging from baby deaths to gang-related murders, and also respond to crime scenes and attend suspect and witness interviews and autopsies. This includes scenes where a peace officer has used deadly force, in which case the attorney will review the case to determine whether the use of force was criminal. Trial teams incorporate attorneys, investigators, and legal support in specialized operating teams.
	Gang Trial Team	Southwest / Mid-County	2.0	0.0	The Gang Unit is a vertical prosecution unit in to allow for the same prosecutor to handle the case from arraignment to trial, as applicable. In addition to prosecuting all relevant cases, the Unit provides training to local law enforcement and participates in suppression-type activities (e.g., Gang Task Force) aimed at reducing the influence of gangs on the street.

DISTRICT ATTORNEY SERVICE INVENTORY

Southwest/Mid-County (continued)					
Division	Function	Location	FTE (Filled)	FTE (Vacant)	Description
Homicide / Gangs (continued)	Vehicular Homicide Team	Southwest / Mid-County	1.0	0.0	The Vehicular Homicide unit vertically prosecutes all cases in which a human was killed by a vehicle, including both misdemeanors where damage was done by driving with negligence, to felonious murders. This unit has community-based partnerships with organizations like Mothers Against Drunk Driving and Leaders in Community Alternatives.
	DUI/Drugs Teams	Southwest / Mid-County	1.0	0.0	The Drug Unit prosecutes all felony drug cases, including possession, possession for sales, manufacturing of narcotics, narcotics theft, and driving under the influence of a controlled substance. If determined eligible by all partner agencies, offenders may participate in collaborative treatment options (e.g., Drug Court, Residential Substance Abuse Treatment [RSAT], or Recovery Opportunity Center [ROC]) and upon successful completion they will not face a conviction for their crimes.
Special Victims Unit	Domestic Violence Team	Southwest / Mid-County	4.0	1.0	The Domestic Violence (DV) Unit vertically prosecutes cases involving violence or the threat of violence between married, engaged, dating, or formerly involved couples. This Unit works in conjunction with other personnel and service providers at the Family Justice Centers (FJC) to help ensure victims are properly represented.
	SACA Trial Team	Southwest / Mid-County	4.0	0.0	The Sexual Assault and Child Abuse (SACA) unit is a vertical prosecution unit focusing on both child abuse and adult and child sex assault cases, including molestation, rape, physical abuse, failure to register as a sex offender, and child homicides. An integral part of the SACA team is support staff who help work with victims during this mentally and emotionally challenging process.
	Elder Abuse Team	Southwest / Mid-County	1.0	0.0	The Elder Abuse team is a vertical prosecution unit focusing on the physical and financial abuse of the elderly.
	SAFE	Southwest / Mid-County	1.0	0.0	The Sexual Assault Felony Enforcement (SAFE) Task Force is a coordinated effort with the Sheriff's Department to provide a comprehensive approach in identifying, monitoring, and enforcing registration requirements for sex offenders who reside in Riverside County.

DISTRICT ATTORNEY SERVICE INVENTORY

Eastern Region					
Division	Function	Location	FTE (Filled)	FTE (Vacant)	Description
Felony Prosecutions Unit 1	Prison Crimes Team	Eastern	5.0	0.0	The Prison Crimes Unit files and prosecutes vertically all criminal cases coming from the California Rehabilitation Center (CRC) in Norco, CA. This position is grant funded and covers a variety of crimes, such as drug possession/use, use of homemade weapons, conspiracy, indecent exposure, and battery of other inmates and prison employees.
	MNVP Trial Team	Eastern	2.0	0.0	The Major Narcotics Vertical Prosecution (MNVP) team prosecutes major narcotics cases from start to finish in the eastern region of the county.
	DUI/Drug Trial Team	Eastern	1.0	0.0	The Drug/DUI Unit prosecutes all felony drug cases, including possession, possession for sales, manufacturing of narcotics, narcotics theft, and driving under the influence of a controlled substance. If determined eligible by all partner agencies, offenders may participate in collaborative treatment options (e.g., Drug Court, Residential Substance Abuse Treatment [RSAT], or Recovery Opportunity Center [ROC]) and upon successful completion they will not face a conviction for their crimes.
	Grand Theft Auto	Eastern	2.0	0.0	The Grand Theft Auto (GTA) Unit prosecutes auto theft and carjacking. The unit prosecutes these cases and also works with the Riverside Auto Theft Interdiction Detail (RAID), a task force comprised of personnel from multiple agencies.
	Blythe	Blythe	4.5	0.0	This unit handles the prosecution of a wide range of felony cases in the Blythe region.
Felony Prosecutions Unit 2	Calendar Courts	Eastern	9.5	0.0	Serve as prosecutors for all calendar felony hearings as applicable in the Eastern region.
	Felony Trial Team	Eastern	5.0	0.0	The Felony Trial Team is responsible for prosecuting various felony crimes within the Eastern region.
Special Victims Unit	SACA Trial Team	Eastern	5.0	0.0	The Sexual Assault and Child Abuse (SACA) unit is a vertical prosecution unit focusing on both child abuse and adult and child sex assault cases, including molestation, rape, physical abuse, failure to register as a sex offender, and child homicides. An integral part of the SACA team is support staff who help work with victims during this mentally and emotionally challenging process.
	Domestic Violence Trial Team	Eastern	10.0	1.0	The Domestic Violence (DV) Unit vertically prosecutes cases involving violence or the threat of violence between married, engaged, dating, or formerly involved couples. This Unit works in conjunction with other personnel and service providers at the Family Justice Centers (FJC) to help ensure victims are properly represented.
Homicide & Gangs	Homicide Trial Team	Eastern	7.0	0.0	Homicide attorneys try all murder cases, ranging from baby deaths to gang-related murders, and also respond to crime scenes and attend suspect and witness interviews and autopsies. This includes scenes where a peace officer has used deadly force, in which case the attorney will review the case to determine whether the use of force was criminal. Trial teams incorporate attorneys, investigators, and legal support in specialized operating teams.
	Gang Trial Team	Eastern	7.0	0.0	The Gang Unit is a vertical prosecution unit to allow for the same prosecutor to handle the case from arraignment to trial, as applicable. In addition to prosecuting all relevant cases, the Unit provides training to local law enforcement and participates in suppression-type activities (e.g., Gang Task Force) aimed at reducing the influence of gangs on the street.

DISTRICT ATTORNEY SERVICE INVENTORY

Western Region						
Division	Unit	Function	Location	FTE (Filled)	FTE (Vacant)	Description
Felony Crimes Division	Felony Prosecution Unit 1	Felony Trial Team	Western	9.0	0.0	FPU 1 is responsible for prosecuting various felony crimes within the Riverside/Western region.
	Felony Prosecution Unit 2	Felony Trial Team	Western	9.0	0.0	FPU 2 is responsible for prosecuting various felony crimes within the Riverside/Western region.
	Felony Prosecution Unit 3	Drug/DUI Team	Western	2.0	0.0	The Drug/DUI Unit prosecutes all felony drug cases, including possession, possession for sales, manufacturing of narcotics, narcotics theft, and driving under the influence of a controlled substance. If determined eligible by all partner agencies, offenders may participate in collaborative treatment options (e.g., Drug Court, Residential Substance Abuse Treatment [RSAT], or Recovery Opportunity Center [ROC]) and upon successful completion they will not face a conviction for their crimes.
		Prison Crimes Team	Western	2.0	0.0	The Prison Crimes Unit files and prosecutes vertically all criminal cases coming from the California Rehabilitation Center (CRC) in Norco, CA. This position is grant funded and covers a variety of crimes, such as drug possession/use, use of homemade weapons, conspiracy, indecent exposure, and battery of other inmates and prison employees.
		GTA Trial Team	Western	3.0	0.0	The Grand Theft Auto (GTA) Unit prosecutes auto theft and carjacking. The unit prosecutes these cases and also works with the Riverside Auto Theft Interdiction Detail (RAID), a task force comprised of personnel from multiple agencies.
		Tribal Gaming Team	Western	4.0	0.0	The Tribal Gaming Unit prosecutes Indian gaming crimes and crimes committed at the nine Indian casinos across Riverside County. In addition to the prosecuting team, it also includes a tribal liaison. The unit handles tribal inquiries and provides training to promote legal and safe gaming in Riverside County.
		Parole/Lifer	Western	2.0	0.0	This unit is responsible for representing victims and their family members at Board of Parole Hearings in which inmates sentenced to prison for life with the possibility of parole are reviewed for release.
	Filing (Felony Prosecution Unit 4)	Filing	Eastern	4.0	0.0	Review and file all cases submitted to the DA's office for filing. The supervising DDA is included in this FTE count.
		Filing	Western	4.0	0.0	Review and file all cases submitted to the DA's office for filing.
		Filing	Southwest/ Mid-County	9.0	1.0	Review and file all cases submitted to the DA's office for filing.
		Fugitive Apprehension Unit	Countywide	3.0	0.0	Responsible for all matters concerning extraditions and fugitive warrants for all matters domestic and international.

DISTRICT ATTORNEY SERVICE INVENTORY

Western Region						
Division	Unit	Function	Location	FTE (Filled)	FTE (Vacant)	Description
Special Prosecution Section	Financial Crimes Unit	Insurance Fraud Team	Western	14.0	0.0	The Special Prosecutions Section (SPS) is comprised of the Financial Crimes Unit (Insurance Fraud, Economic Crimes, Real Estate Fraud), and the Public Protection Unit (Consumer Protection, Environmental Crimes, Public Integrity Team, Welfare Fraud, and CATCH). Comprised of the following units: Major Fraud, Computer Crimes, Workers' Compensation Fraud, Auto Insurance Fraud, Life and Annuity Fraud, Welfare Fraud, Consumer Fraud, Environmental Protection, Real Estate Fraud, Professional Standards, and Elder Abuse.
		Financial Crimes Team	Western	6.0	0.0	
		REF Examiner	Western	1.0	0.0	
	Public Protection Unit	Consumer Protection Team	Western	4.5	1.5	
		Environmental Crimes Team	Western	2.0	0.0	
		Public Integrity Team	Western	2.0	0.0	
		Welfare Fraud Tem	Western	1.0	0.0	
		CATCH	Western	1.0	0.0	
Organized Crime Unit	Organized Crime Trial Team	Countywide	Countywide	1.0	1.0	Serves as an integrated team focusing on the prosecution of organized criminals committing felony offenses across the county.

DISTRICT ATTORNEY SERVICE INVENTORY

Western Region (continued)						
Division	Unit	Function	Location	FTE (Filled)	FTE (Vacant)	Description
Major Crimes Division	Collaborative Courts Unit	Mental Health Court/ Veterans Court	Western	10.0	0.0	Work with Probation, Public Defender, and other State/County agencies as applicable to provide collaborative programming and support for offenders with mental health concerns or veteran offenders.
		Prop 47 Court	Western	1.0	0.0	Work with Probation, Public Defender, and other State/County agencies as applicable to provide services and programming for offenders whose sentences have been reduced based on the passage of Proposition 47.
		Drug Team	Western	3.0	0.0	Work with Probation, Public Defender, and other State/County agencies as applicable to provide collaborative programming and support for offenders with substance abuse issues.
		MNVP	Western	20.	0.0	The Major Narcotics Vertical Prosecution (MNVP) team prosecutes major narcotics cases from start to finish in the western region of the county.
	Homicides/ Gangs Unit	Homicide Trial Team	Western	6.0	0.0	Homicide attorneys try all murder cases, ranging from baby deaths to gang-related murders, and also respond to crime scenes and attend suspect and witness interviews and autopsies. This includes scenes where a peace officer has used deadly force, in which case the attorney will review the case to determine whether the use of force was criminal. Trial teams incorporate attorneys, investigators, and legal support in specialized operating teams.
		Cold Case Team	Western	2.0	0.0	The Cold Case team prosecutes any homicides or gang crimes that were cold and have returned to active status.
		Vehicular Homicide Team	Western	1.0	0.0	The Vehicular Homicide unit vertically prosecutes all cases in which a human was killed by a vehicle, including both misdemeanors where damage was done by driving with negligence, to felonious murders. This unit has community-based partnerships with organizations like Mothers Against Drunk Driving and Leaders in Community Alternatives.
		Gang Trial Team	Western	9.0	0.0	The Gang Unit is a vertical prosecution unit to allow for the same prosecutor to handle the case from arraignment to trial, as applicable. In addition to prosecuting all relevant cases, the Unit provides training to local law enforcement and participates in suppression-type activities (e.g., Gang Task Force) aimed at reducing the influence of gangs on the street.

DISTRICT ATTORNEY SERVICE INVENTORY

Western Region (continued)						
Division	Unit	Function	Location	FTE (Filled)	FTE (Vacant)	Description
Major Crimes Division	Special Victims Unit 1	SACA Trial Team	Western	12.0	0.0	The Sexual Assault and Child Abuse (SACA) unit is a vertical prosecution unit focusing on both child abuse and adult and child sex assault cases, including molestation, rape, physical abuse, failure to register as a sex offender, and child homicides. An integral part of the SACA team is support staff who help work with victims during this mentally and emotionally challenging process.
		Statutory Rape Team	Western	1.0	0.0	The Statutory Rape team focuses on statutory rape (290) hearings within the Western region.
	Special Victims Unit 2	Domestic Violence Trial Team	Western	12.0	0.0	The DV unit vertically prosecutes cases involving violence or the threat of violence between married, engaged, dating, or formerly involved couples. This Unit works in conjunction with other personnel and service providers at the Family Justice Centers (FJC) to help ensure victims are properly represented.
		Child Apprehension Unit	Western	3.0	0.0	This unit is responsible for investigating reported child abductions, recovering children, and returning them to the victim parent, a legal guardian, or the proper child protective agency. In addition to the recovery actions, the unit may file criminal charges against the abductor.

DISTRICT ATTORNEY SERVICE INVENTORY

Bureau of Investigations					
Division	Function	Location	FTE (Filled)	FTE (Vacant)	Description
Eastern Region	Gangs	Eastern	2.0	0.0	Trial preparation investigation, witness interviews, obtain evidence, write reports and assist in preparation of prosecution.
	Homicide	Eastern	3.0	0.0	Trial preparation investigation, witness interviews, obtain evidence, write reports and assist in preparation of prosecution.
	Prison Crimes	Blythe	3.0	0.0	Trial preparation investigation, witness interviews, obtain evidence, write reports and assist in preparation of prosecution.
	Forensics	Eastern	1.0	0.0	Prepare court exhibits, diagrams, recordings, photographs and other items of evidentiary value for use in preliminary hearing and/or trial. Finger print, verify and compare to criminal records for use in identifying defendant in trial.
	Audio / Video	Eastern	1.0	0.0	Obtain electronic information from various devices, enhance, redact or otherwise alter video and audio recordings for use at trial.
	Domestic Violence / SACA	Eastern	5.0	0.0	Trial preparation investigation, witness interviews, obtain evidence, write reports and assist in preparation of prosecution.
	Court Operations	Eastern	4.0	0.0	Trial preparation investigation, witness interviews, obtain evidence, write reports and assist in preparation of prosecution.
	Subpoenas	Eastern	2.0	0.0	Locate witnesses, personally serve witnesses, personally serve SDTs.
Western Region Financial Prosecution / Crimes	Consumer Fraud	Western	7.0	0.0	Frontline Investigations into any consumer related matter including potential criminal or civil prosecutions, interview witnesses, obtain evidence, write reports and assist in preparation of prosecution.
	Environmental Crimes	Western	2.0	0.0	Frontline Investigations into any environmental related matter including potential criminal or civil prosecutions, interview witnesses, obtain evidence, write reports and assist in preparation of prosecution.
	Welfare Fraud	Western	2.0	0.0	Trial preparation investigation, arrest and search warrant execution, witness interviews, obtain evidence, write reports and assist in preparation of prosecution.
	Workers' Compensation Fraud	Western	5.0	0.0	Frontline Investigations into any works compensation related matter including potential criminal or civil prosecutions, interview witnesses, obtain evidence, write reports and assist in preparation of prosecution.
	Premium Fraud Task Force	Western	1.0	0.0	Frontline investigators for purposes of premium fraud criminal investigations. interview witnesses, obtain evidence, write reports and assist in preparation of prosecution.
	Urban AIF Task Force	Western	1.0	0.0	Frontline investigators looking into AIF fraud and theft rings , interview witnesses, obtain evidence, write reports and assist in preparation of prosecution.
	Auto Insurance Fraud	Western	3.0	0.0	Frontline investigators looking into AIF fraud by individuals, interview witnesses, obtain evidence, write reports and assist in preparation of prosecution.
	Healthcare & Disabilities Fraud	Western	1.0	0.0	Frontline investigators looking into healthcare and disabilities fraud with an emphasis on providers, interview witnesses, obtain evidence, write reports and assist in preparation of prosecution.
	Real Estate Fraud	Western	6.0	2.0	Only frontline investigators in the County to initiate and investigate fraudulent real estate transactions, interview witnesses, obtain evidence, write reports and assist in preparation of prosecution.
Major Fraud	Western	1.0	0.0	Both frontline and trial preparation investigations into any complicated fraud scheme involving large loss including potential criminal or civil prosecutions, interview witnesses, obtain evidence, write reports and assist in preparation of prosecution.	

DISTRICT ATTORNEY SERVICE INVENTORY

Bureau of Investigations (continued)					
Division	Function	Location	FTE (Filled)	FTE (Vacant)	Description
Western Region Felony Crimes / Major Crimes / Special Victims	Prison Crimes, Filing, GTA	Western	1.0	0.0	Trial preparation investigation, witness interviews, obtain evidence, write reports and assist in preparation of prosecution.
	Court Operations	Western	7.0	0.0	Trial preparation investigation, witness interviews, obtain evidence, write reports and assist in preparation of prosecution.
	Juvenile	Western	2.0	0.0	Trial preparation investigation, witness interviews, obtain evidence, write reports and assist in preparation of prosecution.
	Tribal Gaming	Western	1.0	0.0	Countywide ITT; Trial preparation investigation, witness interviews, obtain evidence, write reports and assist in preparation of prosecution.
	Elder Abuse	Western	1.0	0.0	Trial preparation investigation, witness interviews, obtain evidence, write reports and assist in preparation of prosecution.
	Gang Unit	Western	5.0	0.0	Trial preparation investigation, witness interviews, obtain evidence, write reports and assist in preparation of prosecution.
	Homicide Unit	Western	5.0	0.0	Trial preparation investigation, witness interviews, obtain evidence, write reports and assist in preparation of prosecution.
	Vehicular Homicide	Western	1.0	0.0	Trial preparation investigation, witness interviews, obtain evidence, write reports and assist in preparation of prosecution.
	Cold Case	Western	3.0	0.0	Liaison with local law enforcement agencies to assist in cold case investigations, identifying new leads and working collaboratively to prepare the cases for trial. Continue with Trial preparation investigation, witness interviews, obtain evidence, write reports and assist in preparation of prosecution.
	SACA	Western	6.0	0.0	Trial preparation investigation, witness interviews, obtain evidence, write reports and assist in preparation of prosecution.
Felony Domestic Violence	Western	6.0	1.0	Trial preparation investigation, witness interviews, obtain evidence, write reports and assist in preparation of prosecution.	
Western Region Organized Crime	Task Forces	Countywide	11.0	4.0	Multifaceted investigative support in conjunction with various local, state and federal agencies to identify and prosecute criminal enterprises operating within our county.
	Gang Task Force	Countywide	3.0	1.0	3 regional task forces utilized as frontline investigative support for gang suppression and gang investigations leading to prosecution with a particular emphasis on DAs providing the necessary expertise to establish gang related charges.
Countywide Administration	Administration	Countywide	1.0	0.0	This executive level Assistant Chief position runs the administrative operations of the Bureau.
	Public Integrity Unit	Countywide	5.0	2.0	Frontline Investigations into any public integrity related matter, interview witnesses, obtain evidence, write reports and assist in preparation of prosecution.
	Training and Administration	Countywide	39.0	0.0	This includes our crime analyst (who prepares crime statistics countywide and geo mapping); dispatchers for the DA and Probation, all Bureau training requests and post tracking for certification verification, fleet services, all equipment for the Bureau and audits and inspections. This unit also accounts for the supervision of investigative technicians who are assigned to the ITTs, but who are accounted for in the FTEs here.

DISTRICT ATTORNEY SERVICE INVENTORY

Bureau of Investigations (continued)					
Division	Function	Location	FTE (Filled)	FTE (Vacant)	Description
Southwest & Mid-County	SAFE / SPIDER Task Force	Countywide	1.0	0.0	Frontline law enforcement response to offenders who use the internet, online communication systems or other online technologies to sexually exploit children. Also utilize proactive investigation tools such as cyber tips to identify on-line predators. Trial preparation investigation, witness interviews, obtain evidence, write reports and assist in preparation of prosecution.
	Felony Trial Team	Southwest/ Mid-County	4.0	0.0	Trial preparation investigation, witness interviews, obtain evidence, write reports and assist in preparation of prosecution.
	Elder Abuse	Southwest/ Mid-County	1.0	0.0	Trial preparation investigation, witness interviews, obtain evidence, write reports and assist in preparation of prosecution.
	Arson	Southwest/ Mid-County	.5	0.0	Trial preparation investigation, witness interviews, obtain evidence, write reports and assist in preparation of prosecution.
	Banning	Banning	2.0	1.0	Trial preparation investigation, witness interviews, obtain evidence, write reports and assist in preparation of prosecution.
	Domestic Violence	Southwest/ Mid-County	1.5	0.0	Trial preparation investigation, witness interviews, obtain evidence, write reports and assist in preparation of prosecution.
	Gangs	Southwest/ Mid-County	1.0	0.0	Trial preparation investigation, witness interviews, obtain evidence, write reports and assist in preparation of prosecution.
	Homicide	Southwest/ Mid-County	3.0	0.0	Trial preparation investigation, witness interviews, obtain evidence, write reports and assist in preparation of prosecution.
	Forensics	Southwest/ Mid-County	1.0	0.0	Prepare court exhibits, diagrams, recordings, photographs and other items of evidentiary value for use in preliminary hearing and/or trial. Finger print, verify and compare to criminal records for use in identifying defendant in trial.
	Subpoenas	Southwest/ Mid-County	3.0	0.0	Locate witnesses, personally serve witnesses, personally serve SDTs.
	OTS / Vehicular Homicide	Southwest/ Mid-County	1.0	0.0	Grant funded to respond to collision scenes involving alcohol, drugs and injuries to assist in initial investigation and ensure all necessary investigation, interviews and evidence are conducted appropriately for a viable prosecution. Trial preparation investigation, witness interviews, obtain evidence, write reports and assist in preparation of prosecution.
	Juvenile	Southwest/ Mid-County	1.0	0.0	Trial preparation investigation, witness interviews, obtain evidence, write reports and assist in preparation of prosecution.
SACA	Southwest/ Mid-County	1.0	1.0	Trial preparation investigation, witness interviews, obtain evidence, write reports and assist in preparation of prosecution.	

Note: The Office of the DA provided the following detail:

- DA full-time equivalent counts do not include secretaries (except for Domestic Violence secretaries), receptionists (five Countywide) LOS IIs, CDDAs or ADAs (except for the ADA over Southwest FPU2).
- The DA's office has a total of three CDDAs and all are assigned to the Western Division. The DA has an additional 4 empty CDDA Positions (2 administrative/western; 1 southwest; 1 Indio).
- The DA has two ADA's, one in countywide administration and 1 in Indio (TAP- until a permanent person can be identified).
- There is presently 1 empty ADA position for the Western Region.
- The office has 1 Chief Assistant District Attorney Countywide.

Part D: Office of the Public Defender's Service Inventory

Administration				
Division	Function	Location	FTE (Filled)	Description
Administration	Executive Management	Riverside	2.0	Executive Management includes the Public Defender and Assistant Public Defender, responsible for providing overall direction and guidance for the Office.
	Administrative Services	Riverside	4.0	Provides administrative services and support to Executive Management and the broader office as needed. Includes support for travel and special projects.
	Clerical	Riverside	18.0	Clerical services include records management and legal support tasks, including (but not limited to) answering calls from clients, attorneys, courts; maintaining paper documents from a variety of sources; coordinating daily court runs and service of process; gathering discovery from the district attorney; assisting attorneys to prepare for court; and transcription.
	Juvenile Clerical	Southwest	1.0	
	Clerical	Banning	2.0	
	Clerical	Southwest	7.0	
	Clerical	Indio	10.0	
	Clerical	Indio	10.0	
	Fiscal Services	Riverside	3.0	Provides budget development and management support for the office; reviews fiscal policy as needed; and tracks and manages accounts payable and receivable.
	Human Resources	Riverside	2.0	Provides guidance on human resources policies and procedures (e.g., leave administration, benefits, payroll) and identifies and supports overall hiring needs.
Contempt	Riverside	1.0	Handles cases for offenders whom are held in contempt of the court for a civil matter.	
PRCS/Parole	Riverside	2.0	Provide defense support for offenders who have re-entered the system after being released on parole (from state prison) or Post-Release Community Supervision (PRCS) from county prison.	
Training & Development	Volunteer Program	Riverside	2.0	Provide oversight for the Public Defender volunteer program, which includes three seasonal law clerk volunteer programs as well as clerical, undergraduate, and paralegals on an ad hoc basis.
	Law & Motion	Riverside	1.0	The law and motion unit within the Office of the Public Defender provides support to attorneys in all units as needed for pretrial motions or other legal requests outside of trial operations.
	Training & Development	Riverside	1.0	This unit is responsible for developing and providing all Continuing Legal Education (CLE) courses for employees of the office. Courses are primarily offered within the offices themselves, but special programs may be offered in other buildings across the county as deemed necessary for space considerations. Courses are opened to employees of Public Defender offices across the state and are typically offered at a free or reduced rate.

PUBLIC DEFENDER SERVICE INVENTORY

Legal Services				
Division	Function	Location	FTE (Filled)	Description
Complex Litigation Unit	CLU Management	Countywide	2.0	Includes two supervisory roles over all CLU cases, including sexual assault, homicide, and gangs. Provide overall personnel management and operational management for the unit as a whole.
	Sexual Assault	Countywide	5.0	The CLU Sexual Assault team defends all public defender sex crime cases in the Riverside, Banning, and Southwest courthouse jurisdictions (three courts). This unit takes in approximately 12-15 new felony sex cases per month, using an integrated attorney/investigator team to enhance the working relationship with the client.
	Sexual Assault Investigations	Countywide	3.0	The CLU Sexual Assault investigator team works with attorneys in the same unit to address sex crimes in Riverside, Banning, and Southwest. Investigators meet with clients and conduct investigations as requested by attorneys or deemed necessary to carry out the requirements of individual cases.
	Homicide	Countywide	8.0	The CLU Homicide team defends all public defender murder cases in the Riverside, Banning, and Southwest court jurisdictions. Caseloads vary, but approximate intake is two cases per month. This unit shares an investigator team with the CLU Gang team.
	Gangs	Countywide	3.0	The CLU Gang team defends all public defender gang cases in the Riverside, Banning, and Southwest court jurisdictions. Gang cases that are also murder cases may be shared across the CLU Gang and Homicide teams. These two teams also share investigator resources.
	Homicide/Gang Investigations	Countywide	2.0	The CLU Homicide/Gang investigator team works with attorneys in the same unit to address homicide and gang cases in Riverside, Banning, and Southwest. Investigators meet with clients and conduct investigations as requested by attorneys or deemed necessary to carry out the requirements of individual cases.
	CLU Paralegals	Countywide	2.0	Paralegals provide various types of support to all CLU teams, including identification of potential future clients through news searches, researching legal precedent, preparing legal documents, and assisting with investigative matters and client cases as needed.
Misdemeanors	Misdemeanor Management	Countywide	1.0	Supervises personnel within the misdemeanor unit and provides operational guidance and support as needed.
	Proposition 47	Countywide	11.0	Attorneys in the Proposition 47 unit are responsible for defending cases where defendants have petitioned to have their non-serious, nonviolent felony crime(s) reduced to misdemeanors. Requires case evaluation and potential reduction of sentencing for each case on an individual basis.
	Drug Court	Countywide	2.0	Attorneys in the Drug Court unit are responsible for defending cases where defendants are participants of the County of Riverside's drug rehabilitation program. The program is a part of the Recovery Operations Center (ROC), which provides drug offenders a chance to rehabilitate while providing consistent progress updates throughout the program, for a reduced or nonexistent jail sentence.
	Misdemeanor Investigations	Countywide	2.0	The misdemeanor investigator team works with attorneys in the same unit to address misdemeanor cases in Riverside. Investigators meet with clients and conduct investigations as requested by attorneys or deemed necessary to carry out the requirements of individual cases.

PUBLIC DEFENDER SERVICE INVENTORY

Legal Services (continued)				
Division	Function	Location	FTE (Filled)	Description
Domestic Violence	Domestic Violence	Riverside	5.0	Includes unit supervisor as well as line staff; Domestic Violence attorneys are responsible for overseeing related cases countywide, based on Riverside.
Collaborative Courts	Collaborative Court Management	Riverside	1.0	Includes division supervision who is responsible for overseeing all collaborative court operations, providing general management oversight, and conducting all personnel evaluations.
	MDO/Family	Riverside	3.0	The Mentally Disordered Offenders, Family, and LPS court is for clients who are either mentally disordered (declared incompetent to stand trial), designated to an LPS conservatorship, or eligible to be seen in Family Court. These cases typically require monthly progress check-ins, where clients are monitored for medication (if part of the case plan), designated to treatment teams, and evaluated for potential fit to placement homes at the end of evaluation periods.
	Mental Health	Riverside	4.0	Attorneys in the mental health court work with clients who are facing mental health issues. These cases typically require frequent progress check-ins where clients are monitored for adherence to case plans, including medication and service requirements.
	Veterans Court	Riverside	3.0	Attorneys in the Veterans Court serve Veteran offenders who meet certain criteria (e.g., branch, length of service) and are charged with a myriad of different crimes, including felony and misdemeanor. Candidates are admitted into the program and must meet program progress requirements to remain in the program. Progress hearings are heard each Friday in the Veterans Court.
Felony Unit	Felony Unit Management	Riverside	1.0	Includes division supervision who is responsible for overseeing all felony court operations, providing general management oversight, and conducting all personnel evaluations.
	Superior Court (34/63)	Riverside	8.0	Covers the vertical felony calendars in Superior Courts 34 and 63 in Riverside.
	Prelims (34/63)	Riverside	8.0	Covers the vertical felony calendars in preliminary hearings for Superior Court 34 and 63 in Riverside.
	Investigators	Riverside	5.0	Serves as a pool of investigator resources to provide assistance to attorneys responsible for defending felony offenders.
Juvenile	Juvenile Management	Countywide	1.0	Includes division supervision who is responsible for overseeing all felony court operations, providing general management oversight, coordinating with other criminal justice agencies as necessary, and conducting all personnel evaluations.
	Juvenile Court	Countywide	6.0	The juvenile court serves all juvenile cases across the county, with cases heard in the Riverside and Southwest courts. Juvenile operations include a social worker and attorneys who provide input into the minor's supervision plan and connect the minor and family to treatment services and resources.
	Mental Health	Countywide	1.0	The mental health juvenile court serves minors who are declared mentally incompetent to stand trial. Similar to other juvenile services, this unit connects juveniles and their families to the necessary services.
	Paralegal	Countywide	1.0	The juvenile paralegal position is focused on educational issues. This role handles all records requests; contacts schools and makes requests for letters from teachers as needed; and attends individualized education plan (IEP) meetings for juveniles with special education needs.
	Investigators	Countywide	2.0	The investigator team works with attorneys in the juvenile unit to address case needs across the county. Investigators meet with clients and conduct investigations as requested by attorneys or deemed necessary to carry out the requirements of individual cases.

PUBLIC DEFENDER SERVICE INVENTORY

Legal Services (continued)				
Division	Function	Location	FTE (Filled)	Description
Banning	Felony	Banning	5.0	The Banning felony operation includes three attorneys who are trial lawyers and one who operates a daily felony calendar. The Banning operation was recently enhanced due to redistricting in the Hemet and San Jacinto area that is resulting in certain cases being routed to Banning rather than Southwest.
	Misdemeanors	Banning	5.0	Misdemeanor operations in Banning includes two attorneys, one of whom oversees a calendar court including both misdemeanors and post-release community supervision (PRCS) cases.
	Investigations	Banning	2.5	Banning investigators are assigned to both felony and misdemeanor caseloads as necessary, based on the supervisor's understanding of individual investigator's workloads and efficient operations. Investigators meet with clients and conduct investigations as requested by attorneys or deemed necessary to carry out the requirements of individual cases.
	Paralegal	Banning	1.0	Paralegals provide various types of support to Banning felony and misdemeanor attorney teams, including researching legal precedent, preparing legal documents, and assisting with investigative matters and client cases as needed.
Southwest	Felony (204)	Southwest	11.0	Attorneys in the Felony unit (courtroom 204) handle all cases for clients within the Southwest jurisdiction. One attorney in this unit serves as an anchor who handles arraignments and ensures that the calendar flows, while the other handle client cases vertically. Unit management is also included in this court.
	Mental Health	Southwest	1.0	The Mental Health court in the Southwest jurisdiction handles felony cases whose defendants are a part of the ROC program. This unit is overseen by the supervisor from the Riverside office.
	Juvenile (203)	Southwest	2.0	The Southwest juvenile court is heard in courtroom 203 and is overseen by the sole juvenile supervisor for the county. The juvenile cases are all delinquency-based.
	Investigations	Southwest	3.5	Southwest investigators are assigned to both felony and misdemeanor caseloads as necessary, based on the supervisor's understanding of individual investigator's workloads and efficient operations. Investigators meet with clients and conduct investigations as requested by attorneys or deemed necessary to carry out the requirements of individual cases.

PUBLIC DEFENDER SERVICE INVENTORY

Legal Services (continued)				
Division	Function	Location	FTE (Filled)	Description
Indio	Indio Management	Indio	1.0	Includes office and overall Office of Public Defender assistant manager, responsible for overseeing office operations as well as providing general management and oversight of personnel.
	Superior Court	Indio	7.0	Indio Superior Court operations handle all felony trials for the eastern region of the county, from Palm Springs to Blythe. Felonies are handled in a vertical calendar with seven attorneys focusing on trials. Includes time of supervisor.
	Prelims (3R/3N)	Indio	9.0	Indio Prelim court operations are responsible for the preliminary hearings for less-serious felony cases in the Palm Springs to Blythe region. The majority of these cases are handled by the same attorney from arraignment to preliminary hearing, and are settled before or at the point of the hearing. Includes time of supervisor.
	Mental Health	Indio	1.0	Mental Health is a collaborative court that includes defendants who are declared mentally incompetent to stand trial. These defendants appear in court to show their progress on a weekly basis.
	Misdemeanors	Indio	6.0	Indio misdemeanor operations handle all misdemeanor trials for the eastern region of the county, from Palm Springs to Blythe. Includes time of supervisor.
	Drug Court	Indio	1.0	Indio Drug Court is a collaborative court that includes defendants who have been selected to participate in the program based on a careful screening process. Defendants appear in court on a weekly basis to show progress throughout the program.
	Investigations	Indio	6.0	Indio investigators are assigned to both felony and misdemeanor caseloads as necessary, based on the supervisor's understanding of individual investigator's workloads and efficient operations. Investigators meet with clients and conduct investigations as requested by attorneys or deemed necessary to carry out the requirements of individual cases. Supervisor is included in count.
	Juvenile	Indio	1.0	All juvenile cases between Palm Springs and Blythe are handled by an attorney out of the Indio office, who is overseen by the Juvenile supervisor housed in Southwest.
	Paralegal	Indio	1.0	Paralegals provide various types of support to Indio felony and misdemeanor attorney teams, including researching legal precedent, preparing legal documents, and assisting with investigative matters and client cases as needed.
Blythe	General Operations	Blythe	3.0	Provide felony and misdemeanor defense services through one attorney, one paralegal, and one LSA as needed in the Blythe region. Utilize support of other offices and operate under oversight from Indio management as needed.

Riverside County Board of Supervisors
Request to Speak

Submit request to Clerk of Board (right of podium),
Speakers are entitled to three (3) minutes, subject
to Board Rules listed on the reverse side of this form.

SPEAKER'S NAME: Daryl Terrell

Address: _____
(only if follow-up mail response requested)

City: Moreno Valley Zip: _____

Phone #: _____

Date: 3-29-16 Agenda # 16-3

PLEASE STATE YOUR POSITION BELOW:

Position on "Regular" (non-appealed) Agenda Item:

Support Oppose Neutral

Note: If you are here for an agenda item that is filed
for "Appeal", please state separately your position on
the appeal below:

_____ Support _____ Oppose _____ Neutral

I give my 3 minutes to: _____

BOARD RULES

Requests to Address Board on "Agenda" Items:

You may request to be heard on a published agenda item. Requests to be heard must be submitted to the Clerk of the Board before the scheduled meeting time.

Requests to Address Board on items that are "NOT" on the Agenda:

Notwithstanding any other provisions of these rules, member of the public shall have the right to address the Board during the mid-morning "Oral Communications" segment of the published agenda. Said purpose for address must pertain to issues which are under the direct jurisdiction of the Board of Supervisors. YOUR TIME WILL BE LIMITED TO THREE (3) MINUTES.

Power Point Presentations/Printed Material:

Speakers who intend to conduct a formalized Power Point presentation or provide printed material must notify the Clerk of the Board's Office by 12 noon on the Monday preceding the Tuesday Board meeting, insuring that the Clerk's Office has sufficient copies of all printed materials and at least one (1) copy of the Power Point CD. Copies of printed material given to the Clerk (by Monday noon deadline) will be provided to each Supervisor. If you have the need to use the overhead "Elmo" projector at the Board meeting, please insure your material is clear and with proper contrast, notifying the Clerk well ahead of the meeting, of your intent to use the Elmo.

Individual Speaker Limits:

Individual speakers are limited to a maximum of three (3) minutes. Please step up to the podium when the Chairman calls your name and begin speaking immediately. Pull the microphone to your mouth so that the Board, audience, and audio recording system hear you clearly. Once you start speaking, the "green" podium light will light. The "yellow" light will come on when you have one (1) minute remaining. When you have 30 seconds remaining, the "yellow" light will begin flash, indicating you must quickly wrap up your comments. Your time is up when the "red" light flashes. The Chairman adheres to a strict three (3) minutes per speaker. **Note: If you intend to give your time to a "Group/Organized Presentation", please state so clearly at the very bottom of the reverse side of this form.**

Group/Organized Presentations:

Group/organized presentations with more than one (1) speaker will be limited to nine (9) minutes at the Chairman's discretion. The organizer of the presentation will automatically receive the first three (3) minutes, with the remaining six (6) minutes relinquished by other speakers, as requested by them on a completed "Request to Speak" form, and clearly indicated at the front bottom of the form.

Addressing the Board & Acknowledgement by Chairman:

The Chairman will determine what order the speakers will address the Board, and will call on all speakers in pairs. The first speaker should immediately step to the podium and begin addressing the Board. The second speaker should take up a position in one of the chamber aisles in order to quickly step up to the podium after the preceding speaker. This is to afford an efficient and timely Board meeting, giving all attendees the opportunity to make their case. Speakers are prohibited from making personal attacks, and/or using coarse, crude, profane or vulgar language while speaking to the Board members, staff, the general public and/or meeting participants. Such behavior, at the discretion of the Board Chairman may result in removal from the Board Chambers by Sheriff Deputies.