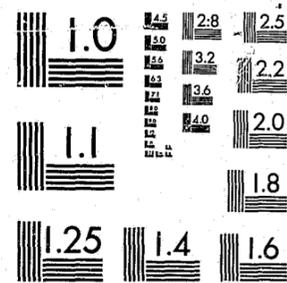


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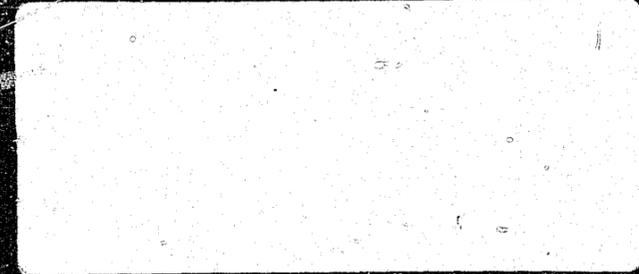
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WASHINGTON, D. C.

REPORT ON THE TECHNICAL ASSISTANCE VISIT  
TO THE DISTRICT ATTORNEY'S OFFICE  
VENTURA COUNTY, CALIFORNIA  
NOVEMBER 3 - 5, 1980

CRIMINAL PROSECUTION TECHNICAL ASSISTANCE PROJECT  
LEONARD R. MELLON, PROJECT DIRECTOR

This study was performed in accordance with the terms of Law Enforcement Assistance Administration Contract #J-LEAA-010-80.

The views expressed in this report are not necessarily those of the Law Enforcement Assistance Administration.

Bureau of Social Science Research, Inc.  
1990 M Street, N.W.  
Washington, D.C. 20036

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INTRODUCTION

On November 3 - 5, 1980, a Technical Assistance team from the Criminal Prosecution Technical Assistance Project visited the offices of Michael D. Bradbury, District Attorney for Ventura County, California. The Technical Assistance team examined the District Attorney's management and operations functions in accordance with the terms of a contract with the Law Enforcement Assistance Administration. Members of the team included:\*

Leonard R. Mellon, Project Director  
Criminal Prosecution Technical Assistance Project  
Washington, D.C.

Walter F. Smith, Project Manager/Research Analyst  
Criminal Prosecution Technical Assistance Project  
Washington, D. C.

William R. Hyde, Consultant  
Chief Deputy, Recovery Division  
Salt Lake County Attorney's Office  
Salt Lake City, Utah

R. Paul Van Dam, Consultant  
Tesch, Hufnagel & Strong  
Salt Lake City, Utah

The purpose of the visit was to analyze problems related to resource allocation in the office as it pertains to the need for additional clerical and secretarial support. In addition, the office PROMIS system was examined for its ability, when implemented, to alleviate the strain on the support staff. The recommendations from the April, 1975 National District Attorneys Association Technical Assistance report were also reviewed and the extent of their implementation evaluated. An overall assessment of the entire office was not attempted, nor was it desired. The purpose of a technical assistance visit is to evaluate and analyze specific problem areas and provide recom-

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\*Vitaes are attached as Appendix A.

mendations and suggestions for dealing with those areas. It is designed to address a wide range of problems stemming from paperwork and organizational procedures, financial management and budgeting systems, space and equipment requirements and specialized operational programs, projects and procedures unique to the delivery of prosecutorial services.

During the visit, interviews are conducted with those members of the office who are most directly involved in the problem area. Their functions and tasks are examined, as well as their perceptions of the problem. The flow of paperwork and the statistical system may also be examined if they are problem areas. Interviews may also be conducted with personnel involved in other component areas of the criminal justice system, such as police, courts, and the public defender's office.

The basic approach used by the Technical Assistance team is to examine the office with reference to its functional responsibilities. This means that the process steps of intake, accusation, trials, post-conviction activities, special programs and projects, juveniles and other areas are examined, as required, with respect to their operations, administration and planning features. Taking a functional analysis approach permits observation of the interconnecting activities and operations in a process step and identification of points of breakdown if they exist.

Once the problem and its dimensions have been specified, an in-depth analysis is made which results in an identification of the major elements and components of the problem, and an exposition of needed change, where applicable.

After the problem has been fully examined, its dimensions discussed, and the analysis of the critical component factors undertaken, recommendations that are practical and feasible are made.

The visit to the Ventura County District Attorney's office focused on the problem of resource allocation as it pertains to the support staff, and the use of the new PROMIS system to alleviate the severe strain on these resources. In addition, the recommendations from the April, 1975 National District Attorneys Association Technical Assistance report were reviewed and the extent of their implementation evaluated.

The Technical Assistance team would like to thank Mr. Bradbury and his staff for their cooperation and assistance during the visit. Reception of the team was excellent, and the staff's willingness to discuss the strengths and weaknesses of the office was of considerable assistance to the Technical Assistance team in carrying out its tasks.

11. SUMMARY OF RECOMMENDATIONS

1. Obtain permanent positions in place of the temporary extra help positions presently staffed within the office.
2. Secure at least two additional secretaries as soon as possible.
3. The District Attorney should advise his deputies in staff meetings of the importance of carefully recording all information necessary in order to reduce the amount of time which must be spent by the clerical staff in tracking down missing information for the files.
4. Transfer the part time assigned clerical employee to the Administrative section on a full time basis.
5. Reclassify the temporary secretary in the felony work-up section as a full time employee.
6. Add an additional secretary to the Career Criminal Unit, preferably the secretary from the felony complaint section.
7. Designate one person as support staff supervisor to deal exclusively with personnel issues and also serve as permanent liaison to the County Personnel office.
8. Assign as a priority task for the support staff supervisor, the creation of an office manual which would describe each position and detail steps to advancement within the office.
9. Reallocate all legal secretary positions at the legal secretary III level in order to create the potential for advancement within these positions.
10. Create a paralegal or paraprofessional position beyond that of legal secretary III.

11. Reevaluate the policy of emphasizing attorney personnel and deemphasizing support personnel when hiring staff.
12. Obtain a printer for the computer which is used to run prior records checks.
13. Redesign the case jacket to show more information on the front cover.
14. Fill the vacant position in the Word Processing Center as soon as possible.
15. Make sure that the complaint formbooks in use are uniform throughout the office.
16. Initiate the use of a recorded message to inform witnesses as to the status of cases for which they have been subpoenaed to appear and testify.
17. Type each subpoena only once, then if a case is continued, merely inform the witness that his subpoena is still in effect, however the date has been changed.
18. If the workload becomes too heavy in the Juvenile Unit, consider transferring the call-off function to the Victim/Witness Unit, or using a recorded message.
19. Replace from one-quarter to one-third of the existing typewriters each year.
20. Move the closed files to a basement storage location and utilize the space across the hall from the office as further office space.
21. Do not hire eight CETA employees to enter data into the new PROMIS system.
22. Dedicate at least three full time, permanent employees to the task of data entry into the PROMIS system.

23. Assign a clerical assistant to courtrooms where high-volume activities occur to assure that the files are correctly and totally completed.
24. Generate an early product from the PROMIS system, such as a calendar or pending case file, in order to involve all employees in the system.

III. SYSTEM OVERVIEW

The Ventura County, California District Attorney, Michael D. Bradbury, was elected to office in November, 1978. He oversees a staff of over two hundred employees, of whom approximately 50 are attorneys, approximately 15 are investigators, approximately 70 are clerical personnel, and 25 are administrative personnel. The Family Support Division consists of about 40 employees.

In addition to the Felony Trials Division and the Misdemeanor Division, the office contains a Career Criminal Prosecution Unit, a Juvenile Unit, a Complaint Review/Preliminary Examination Unit, an Economic Crime/Consumer Fraud Unit, the Family Support Division, Victim/Witness Unit, Major Fraud Unit, Writs and Appeals/Psychiatric Unit, and Special Operations Unit. The Bureau of Investigation supports the entire office trial staff in investigating all crimes except charges of corruption and misconduct by public officials, which are handled by the Special Investigations Unit. The office is supported by the Clerical Unit and the Administrative Unit, which handles the details of office management. Figures 1 - 4 display the structure of the office.

Ventura County has a population of approximately 500,000, with an area of 2,864 square miles. Within the county, there are nine law enforcement agencies which bring cases to the District Attorney. During 1979, approximately 2,000 felonies entered the criminal justice system through the office of the District Attorney, with the most prevalent being burglary, felonious assault and grand theft.

The support staff of the Ventura County District Attorney's office are employed under a civil service personnel system. New positions must be approved by the Ventura County Board of Supervisors. During the last two

FIGURE I

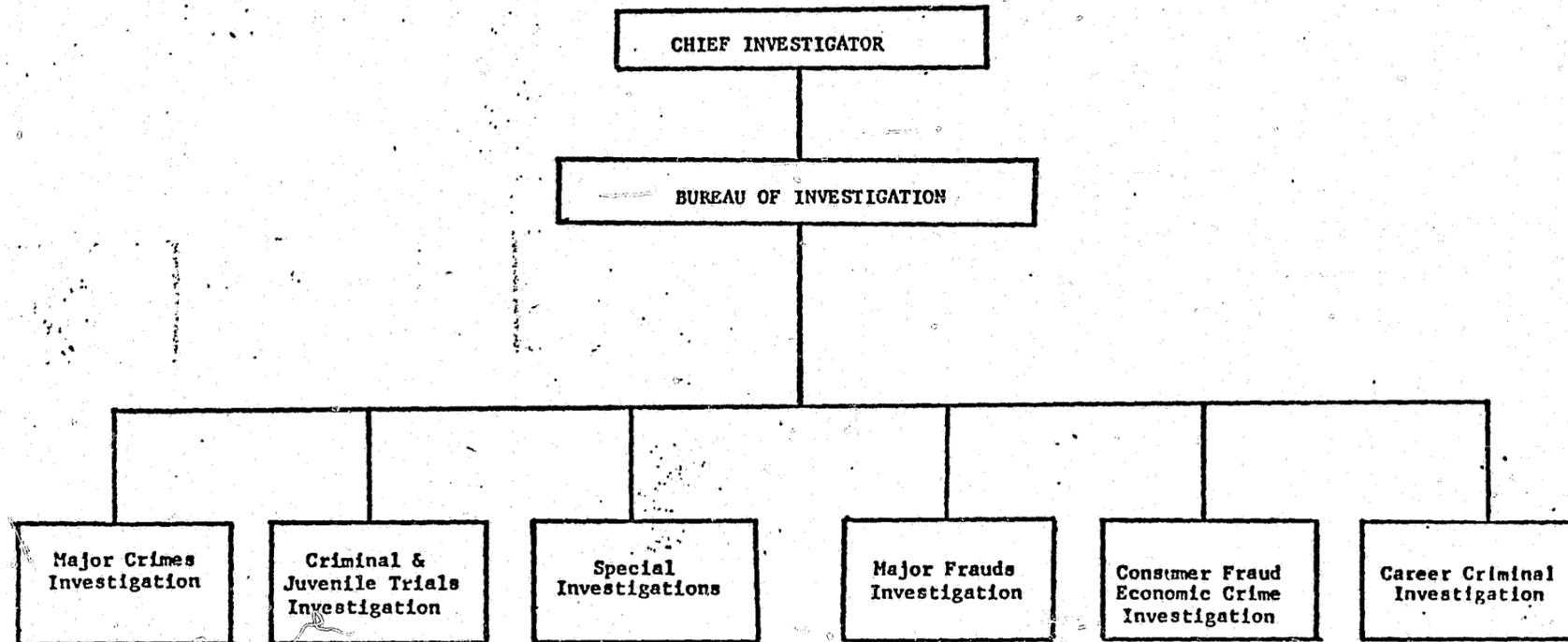


FIGURE 2

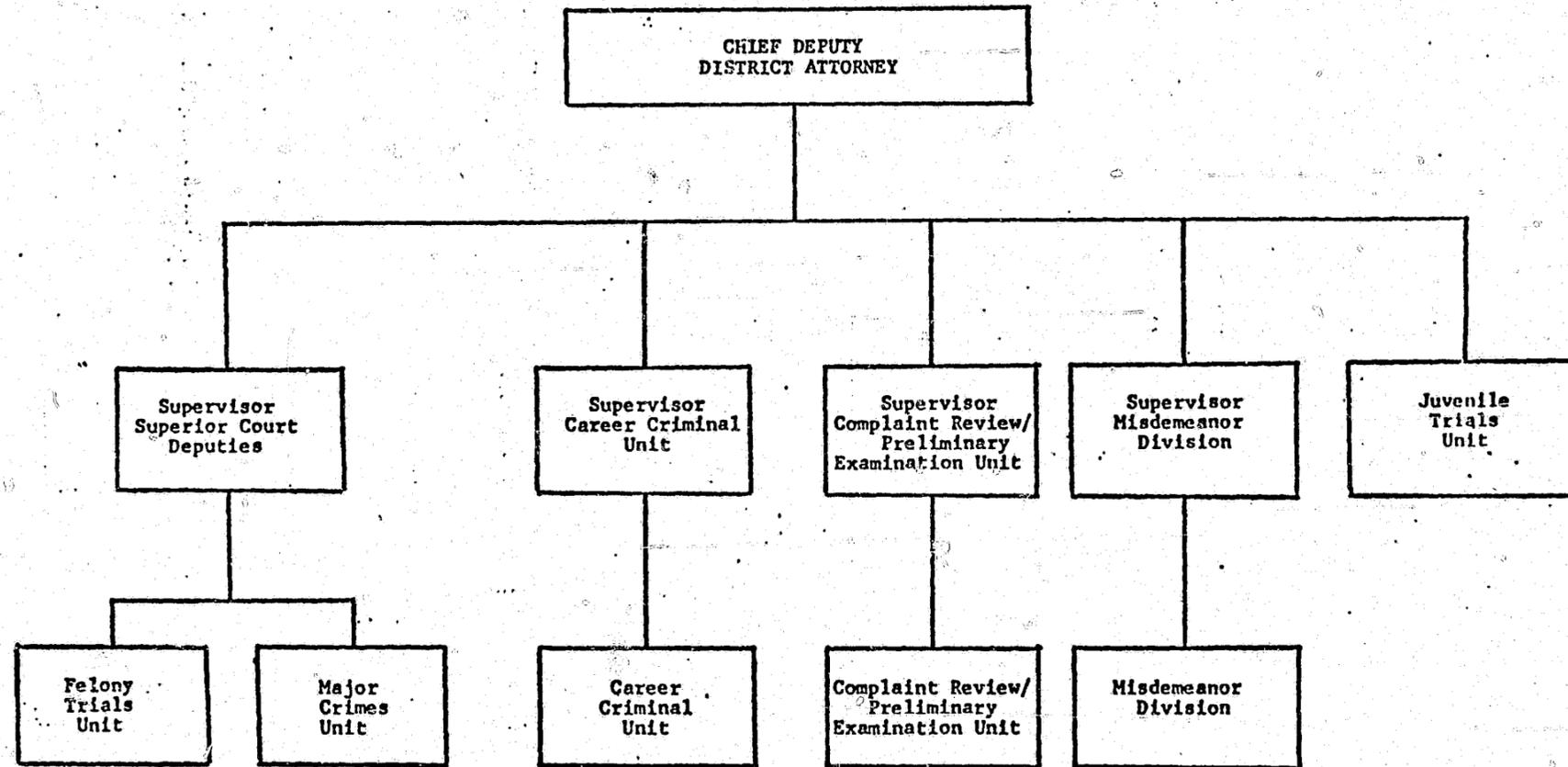


FIGURE 3

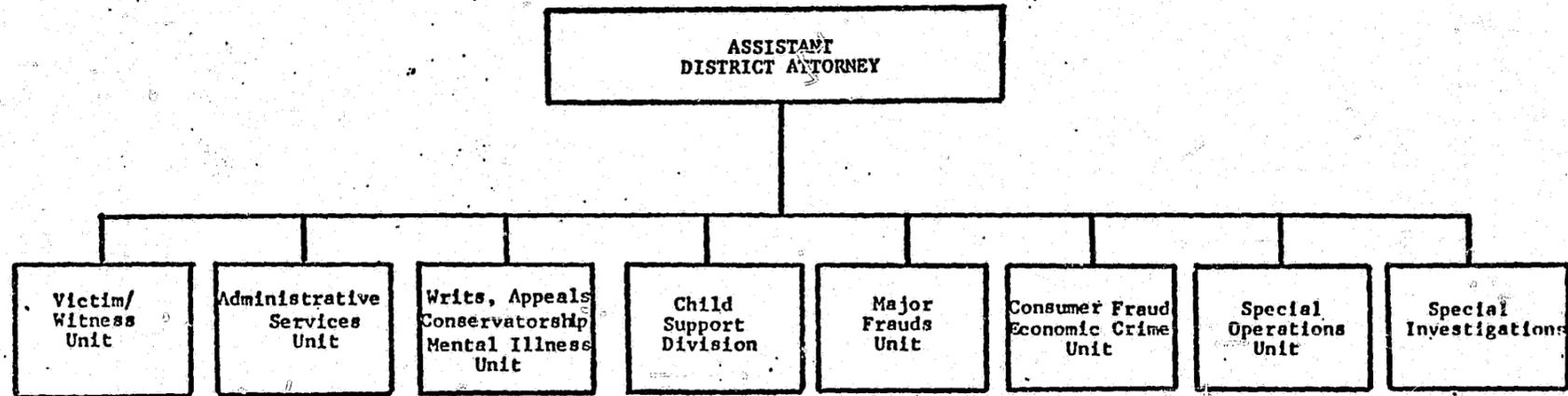
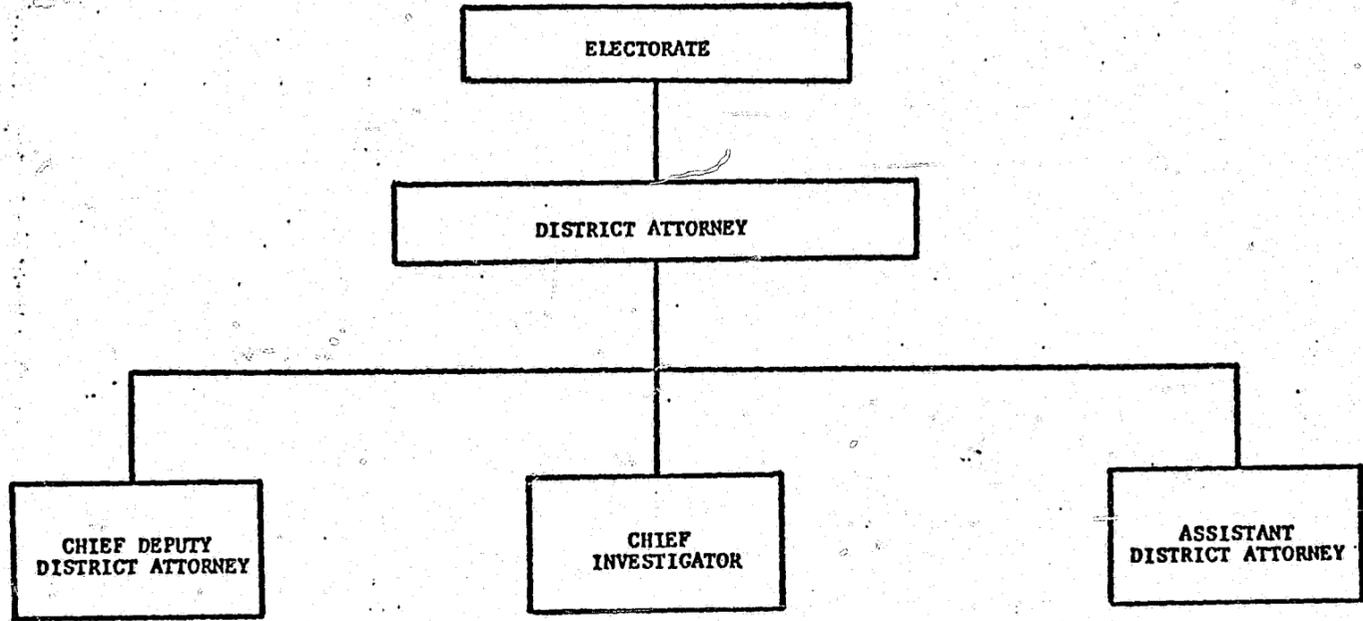


FIGURE 4



budget years, this board has increased the number of assistant district attorneys by ten, while they have not added any additional support personnel in the same period. Replacements for approved positions are recruited on a county-wide basis, with lists of the top candidates being prepared by the County Personnel office. The District Attorney must then make his selection on the basis of the prepared list.

The clerical personnel are divided between the Juvenile Section, the Word Processing Center, the Administrative Section, the Felony Work-up Section, the Career Criminal and Sex Crimes Section, the Felony Complaint Section, the Consumer Fraud Section, and the Victim/Witness Section. The remainder of the clerical personnel are either assigned to specific deputy district attorneys or to processing felonies or misdemeanors generally. On the average, most of the secretaries handle the work of from eight to ten attorneys in the office.

All cases entering the office are first checked by computer for other pending charges or prior records. In the case of misdemeanors, a file packet is then assembled and a list made of all cases. The file is arranged by date of hearing. The necessary documents are typed for violation of probation charges, if applicable, and the necessary reports are obtained. The file is photocopied and provided to the defense attorney and the police. Copies of the police report are also made and distributed to the court and the defense attorney. A clerk then checks the court's file and makes copies of all documents therein for the District Attorney and the defense attorney. A permanent file folder is created after a not guilty plea is entered and the case is assigned to an assistant district attorney. A file card is typed and the file is checked for missing information. A number is assigned to the file and the case is entered on the trial calendar sheet.

The file then is sent to the Victim/Witness Unit for subpoenas. The subpoenas are filed according to date and alphabetically within each date. After return of service, the subpoena is placed on the front of the file and delivered to the attorney. A calendar is typed showing misdemeanor jury and court trials one week in advance and distributed to the attorneys. The jury trial schedule is also distributed to the reception area to those who must know where the attorneys are at all times. Court calendars are obtained daily and compared to the office calendar. All police and lay witness appearances are coordinated in this unit.

When cases are continued, the file card is pulled and a notation made of the event and date, with the new date and court noted. In this way, the file card is continuously updated. After a case reaches final disposition, the file card is again updated, and the results are posted to a log. Evidence is disposed of and probation reports posted, where applicable. If a case is appealed, the file is pulled and assigned to an attorney.

After a file is closed, a clerk makes copies of the tapes in the file, takes the file to the closed file room and pulls the file card. The file card is posted and refiled into the system.

Felony cases are processed in much the same way as misdemeanors, with a computer check for a prior record or outstanding charges being the initial step. A file folder is then prepared and the case is sent to the Victim/Witness Unit for subpoenas. A master calendar is typed for each week showing all arraignments, preliminary hearings and special assignments. A complaint is typed and as preliminary hearings or arraignments are scheduled, the case is pulled and placed on the desk of the attorney who is to handle the case.

After a case is bound over for trial, it is reviewed by an assistant district attorney and a memo is prepared to accompany the case when it is assigned to the attorney who will try it. The information is typed and the Superior Court number put on the file, at which time the file is checked for completeness. After the final disposition, the results are noted on the file and the case is closed.

Flow charts depicting the process for misdemeanors and felonies are set out on the following two pages.

MISDEMEANOR CASE FLOW CHART

1. Computer check for pending charges or past record.

1 person  
(extra help)

2. Assembles file packet - arranges file by date of hearing - types necessary documents for violation of probation charges and gets necessary reports - makes photocopies of the file and provides defense attorney & police with same (Violation of probation matters).

3 persons  
2 permanent - 1 CETA

3. Clerk check court file - copies it for DA's file - makes copies of complete "not guilty" case files and provides defense atty. with same.

1 person  
(extra help)

4. After arraignment, permanent file jackets are types for "not Guilty" cases. File card is typed - requests for additional info (ie-breathalyzer test results, police reports) - a case file number and attorney is assigned. Date of trial is calendared.

6 persons  
5 permanent - 1 extra help

5. File goes to victim witness unit for subpoena. All subpoenas are and after service are placed in file. Witnesses are contacted if case date is changed or called off. Police & lay witnesses are coordinated here.

7 persons  
5 permanent - 1 CETA - 1 extra help

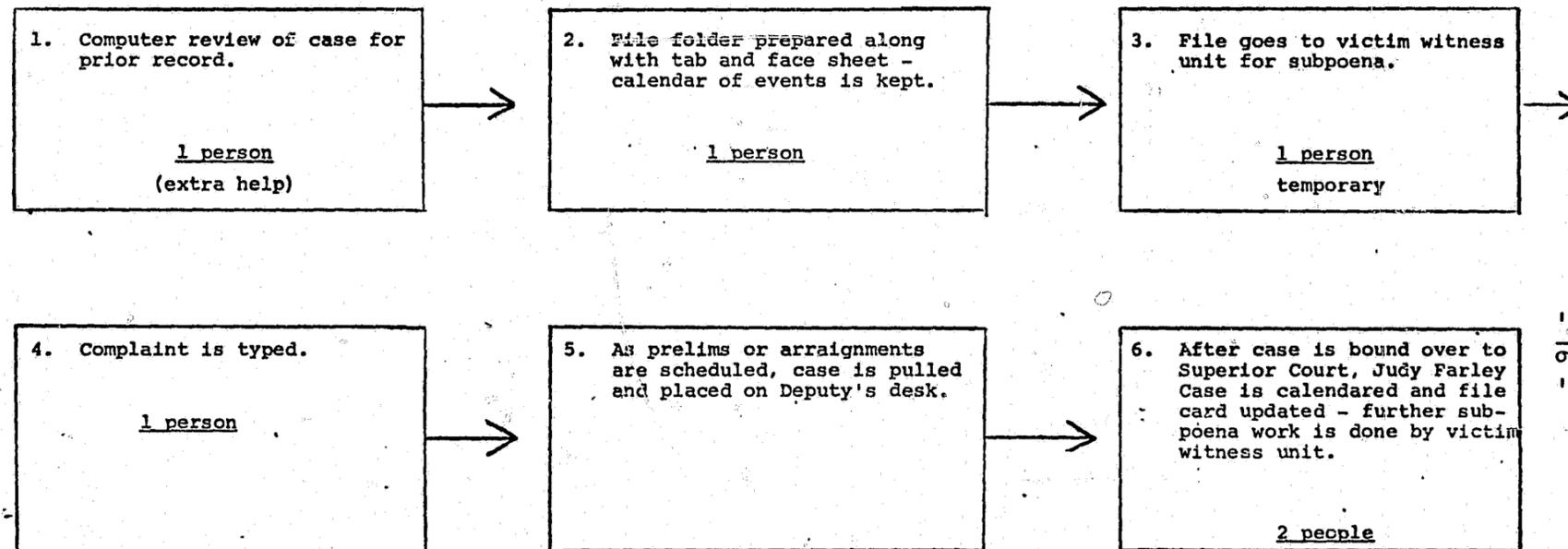
6. File card is continually updated as case progresses. Calendar & attorney assignment changes are noted on trial calendar - as files are closed, file cards are pulled, posted & residual evidence is disposed of. If case is appealed the appeal is processed, file is pulled and assigned to attorney.

1 person  
permanent

7. Closed files are transported filed in secure room. Copies tapes in file.

1 person  
temporary

FELONY CASE PROCESSING FLOW CHART



IV. ANALYSIS

The analysis of the Ventura County District Attorney's office focused on the problems related to resource allocation in the office as it pertains to the need for additional clerical and secretarial support. Management areas such as the use of PROMIS were also examined and the recommendations from the April, 1975 National District Attorneys Association Technical Assistance report were reviewed and the extent of their implementation evaluated. The examination focused on: (A) the allocation and morale of the support staff; (B) career opportunities for the support staff; (C) local funding priorities; (D) misdemeanor case processing; (E) the Victim/Witness Unit; (F) the word processing center; (G) the Juvenile Unit; (H) utilization of space; (I) equipment; (J) use of PROMIS in the office; and (K) miscellaneous concerns; such as the Child Support Unit and the Consumer Fraud Unit.

A. Allocation and Morale of Support Staff

At the present time, a large percentage of the support personnel are characterized as "extra help" or temporary positions. These temporary positions do not enjoy the benefits associated with permanent positions such as insurance, sick leave and vacation.

Misdemeanor case processing begins with computer checks of new cases for prior records and probation status, and is staffed by one person whose status is that of extra help. This person indicated that the caseload was steady and that she could keep up as long as the equipment didn't malfunction.

A permanent employee currently handles the duties of the second step in the process. She sets up the file packet and types the violation of probation document. A list is made daily of cases, to be referred to in the event of inquiries from police witnesses or attorneys regarding the case.

Copies are made of the police report for the court and the defense attorney. This person indicated that the workload was manageable at the present time. However, a CETA employee has recently been obtained to assist in this position. This employee types a summary sheet for each case, logs cases after review, and files cases in preparation for arraignment. Without the help of this CETA employee, the person in this position would be overworked and unable to keep up with this job. A third employee shares the duties of this step by answering the telephone and assembling statistics showing cases accepted, rejected or dismissed.

The next process step involves a person who is extra help at the present time. This position is considered to be essential in the operation. She goes to the Traffic Court each morning, obtains case files from the court, and photocopies the contents of the court's files for the District Attorney's office. The copies are then distributed and the files returned to the court. This job also involves making copies for the defense attorney of files which are opened in the second process step, and handling requests from the public defender for reports. The workload at this position is thought to be manageable at this time.

The next process step is performed by three permanent members of the staff. After a misdemeanor case has been assigned and a not guilty plea entered, a permanent file folder is created. The file is checked for completeness and any missing information is requested. A file card is made up for each case. At that time a number is assigned to the file and the name of the attorney assigned is attached. The case is then entered on the trial calendar sheet. Recently a fourth person has been hired as extra help to assist in this function. She relieves these three employees of part of

their workload by filing failures to appear so that warrants can issue. She also integrates re-settings and trials into the system and does filing. In addition, she generally fills in wherever she is needed. The four individuals who perform these tasks are steadily busy.

The misdemeanor file next goes to the Victim/Witness Unit for subpoenas to be typed. There are five people in this unit, four of whom are permanent employees. The fifth person is a CETA employee who types subpoenas. Another CETA employee, who works on a part time basis five hours per day, also types subpoenas. The Victim/Witness Unit will be discussed more fully in Section E of this report.

When misdemeanor files are either continued or closed, they move on to the next process step in the system. At this step, the file card is pulled and a notation made of the event and date, as well as the new date and new assignment to a particular division within the office or a particular attorney. A note is also made of which court will have the new assignment. When a file is closed, the card is again pulled and updated. The results are posted in a green book for general dispositional reference. A separate log is kept for cases in which probation is granted. Evidence is disposed of at this step. Probation reports are posted and checked against the court's calendar to ascertain whether any have been overlooked. Appeals are also processed as part of this function. The caseload at this step was felt to be very busy but manageable.

The final step in the processing of misdemeanor cases is handled by a temporary employee. This person is designated as the closed file clerk. She makes copies of tapes, transports files to the closed file room and pulls the file cards. After the cards are posted, she refiles them into the system. Because of the volume of closed files in the misdemeanor area, she is kept

busy each day. If this job had to be assumed by a permanent member of the staff, it would overload that person.

Felony cases proceed much the same as misdemeanor cases, with a few exceptions. A felony case begins processing in the same way as a misdemeanor case, in that it goes first of all to the computer check desk where a check is made of police records and court files to see if the charged person has any outstanding charges, prior record, or is on probation. The police department then makes out a felony complaint list. At this time, an assistant district attorney reviews the facts of the case and fills out a form indicating either rejection or acceptance of the case.

A file is then prepared, and sent to the Victim/Witness Unit for the typing of subpoenas. The complaint is then typed and inserted into the file. The next step involves pulling the files as necessary for arraignment and preliminary hearings. After a case has been bound over for trial in Superior Court, it is again reviewed by an assistant district attorney. A memo is prepared to accompany the case and it is then assigned to another deputy District Attorney for trial.

The information is typed and the file is then returned to one of the permanent employees to have the Superior Court number affixed and the file checked for completeness. A calendar also is maintained at this step for arraignments, motions and trials in Superior Court. At this point the file is transmitted to the attorney who has been assigned to prosecute the case, and it remains with that attorney until after the trial or plea. The employee performing these functions also spends much time on the telephone talking to the press, attorneys, witnesses and anyone making inquiries concerning the case. She is assisted by one person, but indicated that

although her caseload is manageable with the addition of the extra person, had she not received this additional help, her job would be unduly burdensome and impossible to accomplish alone.

A problem has been created by the large percentage of support personnel which are extra or temporary help positions. Work is not being accomplished as rapidly or as efficiently as it could be, and the turnover rate is higher than is necessary. This high turnover rate has prevented the support personnel from attaining a level of proficiency that is desirable for this office. Whatever advantages are gained by this system of temporary employees is more than lost by the tendency for temporary employees to move on to permanent positions in other agencies and outside of government. Temporary personnel are less committed to a career and development within the District Attorney's office, which is partly a function of the unpredictability of assignments and frequent moves to different job functions within the office.

There is little room for absence or error in the present system. If any one person is absent, it disrupts the flow of cases and if several people should simultaneously be absent, it could precipitate a major crisis. The fact that one-third of the present clerical and secretarial support staff is extra help or CETA employees is a major factor in contributing to this problem. The office could not function without all of these employees working their positions.

It is the recommendation of the Technical Assistance team that all of these extra, CETA, and temporary employees be made permanent employees. They should be transferred to permanent allocations and those permanent positions should be increased to offset any loss in temporary help positions.

Immediate steps should be taken as a first priority to obtain permanent positions in place of the temporary extra help positions presently staffed within the office. Continued use of extra help as a short term response to support problems will create further turnover problems, training difficulties and poor staff morale. It is crucial that all present support staff be made permanent.

In addition, with most of the secretaries being responsible for the work of from six to eight attorneys, it is imperative that additional secretaries be secured as soon as possible. In the Trial Division, the division in which most of the investigators work, it was found that the investigators spend a great deal of time looking for a secretary to type reports for them. The secretaries assigned to that division simply do not have enough time to complete the work given to them by the attorneys, let alone any work from the investigators. Three part time investigative aides who have recently been employed have relieved the problem somewhat since one of them is extremely competent and does some of the secretarial work. However, this is not the solution to the problem and the team recommends that more secretarial help be provided these investigators.

There are presently three individuals specifically assigned to individual felony and misdemeanor assistant district attorneys. Two of the secretaries are on full time assignments and are processing all of the work that is not being performed by the Word Processing Center. They are each assigned from ten to 14 assistant district attorneys. The third person works part of the time for these assistant district attorneys and part of the time for the Administrative secretarial staff and assisting other sections with their work-

loads in times of crises situations, She is assigned a workload of six assistant district attorneys.

The attorney/clerical ratio is very high in this section. These secretaries are responsible for typing jury instructions, first amended misdemeanor complaints, appeals work, tracking down out of town prior records, processing CLEWS letters to the sheriff's office, answering the telephone, copying and mailing police reports and processing violations of probation, among other things. The workload is very high for these employees, especially since one is assigned on a part time basis.

One of the most time consuming aspects of the duties of the assigned clerical staff is copying police reports and typing and processing violations of probation which were missed by the misdemeanor arraignment section. These violations of probation are sometimes missed by the misdemeanor arraignment section because that is the section where the newest employees hired are generally placed. The misdemeanor arraignment section should be made more aware of this problem.

These employees spend more time than is necessary tracking down case numbers and other pieces of information that the assistant district attorneys fail to record at arraignment. The District Attorney and his Chief Assistant District Attorney should emphasize the need for the attorneys to record this information carefully in order to decrease the amount of time spent by the clerical employees finding this missing information.

It is the recommendation of the Technical Assistance team that another position be allocated full time to this division and that the part time secretary be moved into the Administrative section on a full time basis.

The Administrative section is currently staffed by one person who is the personal secretary to the District Attorney, and the secretary to the

District Attorney's chief assistants, who is also the legal secretary. These two employees are assisted by the part time secretary from the assigned clerical section. This person also assists other sections when crisis workload situations develop.

While these three employees are able to handle the workload of the administrative staff at this time, it is the recommendation of the Technical Assistance team that the part time secretary be assigned full time to the administrative staff. She should assist the other two employees, as well as take on more responsibilities in that section. Her workload in the assigned clerical section should be removed from her responsibility and assigned to an additional employee who should be obtained for that section. If necessary, she could still be assigned tasks in the assigned clerical section during peak work loads.

The felony work-up section is a new unit which is in the process of being organized. This section is supported by one secretary who is classified as extra help. This person works for one assistant district attorney and one investigator, who are assigned to this section on a rotation basis. Her duties include logging cases, opening files, typing cards and subpoenas, and other general clerical responsibilities. She also is responsible for answering the telephone for the felony complaint typists, the Chief Investigator and the investigator assigned to this felony work-up section. At the present time, these secretarial duties are being performed adequately by this individual. However, the Technical Assistance team recommends that this position be made permanent and that the individual be permanently assigned to this section to provide needed continuity, as the attorneys and investigators rotate into the section periodically. If possible, this person could also provide back-up assistance to the complaint section as it is needed.

The Career Criminal and Sex Crimes Unit receives specific cases at the intake stage and processes them to final disposition. With the exception of the file opening process and the work of the Victim/Witness Unit, this section works independently of the rest of the office.

At the time of the technical assistance visit, one secretary and one CETA employee who had been with the office for a little over one week, were processing the entire felony caseload for this section, which consists of six assistant district attorneys and three investigators for career criminal cases and two assistant district attorneys and two investigators for sex crimes cases. The clerical workload involves typing from the complaint stage through the final disposition stage, answering the telephone for everyone in this section, keeping a number of different statistics for the office, and others as part of the contract with the State of California, who funds part of the work of this section. In addition, the duties include knowing where the attorneys in the section can be reached at all times and finally, working up a pending caseload every two weeks.

The Technical Assistance team feels that this workload is too great for one secretary and a CETA trainee to accomplish. It recommends that an additional secretary be added to this section as soon as possible. In addition to the current workload, this section will be the first to implement the new PROMIS system, which will result in more work and require additional time in which to learn the system. For this reason, the team feels that the best candidate for this new secretarial position is the secretary from the felony complaint section who has been typing most of the felony complaints since the other clerk in that section left the office on extended sick leave. This person is partially familiar with the responsibilities of the Career Criminal and Sex Crimes Unit and would need the least amount of training. It would be more efficient to train a new secretary in the felony complaint

section than to try to train someone without a general knowledge of the steps in the processing of criminal cases in this section.

The felony complaint section is usually staffed by two secretaries. However, at the time of the technical assistance visit one of these secretaries was on an extended sick leave, but was expected to rejoin the office shortly. The felony complaint typing was being performed by the one remaining secretary and one person in the Word Processing Center, who had previously worked in the felony complaint section.

In addition to typing all of the felony complaints, this secretary is also assigned to the assistant district attorney who is in charge of the Complaint Review Unit. It is the recommendation of the Technical Assistance team that this secretary be transferred to the Career Criminal and Sex Crimes Unit when the secretary who is on sick leave returns. Also, there should be an additional secretary obtained for this section. In this way, all of the felony complaints will be typed in one location and the Word Processing Center will not have to be involved. The felony work-up secretary could also perform backup complaint typing during peak periods. The secretarial function for the screening assistant could be left with the felony complaint secretaries or be transferred with the secretary recommended to assist in the Career Criminal and Sex Crimes Unit, depending on the preference of the District Attorney.

Turnover of clerical staff is not an unusual problem in a prosecutor's office. Although zero turnover may be the ideal, it is an unreasonable objective. Many problems causing turnover are unrelated to the work environment or beyond the control of the District Attorney. The objective should be to try to keep the turnover confined to the lower, more routine

levels of job functions that can be replaced with a minimum of training and disruption of case flow. At the present time, exit interviews are conducted by the County personnel department with individuals terminating their employment. This practice is highly encouraged by the team and it is also recommended that these interviews be routinely reviewed by the support staff supervisor for problem identification.

While there appeared to be no serious morale problems in the office, a perceived lack of concern by top level management personnel about support staff problems was observed by the team. This concern was manifested by an absence of leadership and direction over the support staff. The organizational supervisory structures are well designed for attorney personnel, but are not so finely conceived for support staff positions.

It is the recommendation of the team that one person be designated as support staff supervisor. This person should deal exclusively with personnel issues including hiring, recruitment, career development, training and other aspects of office morale. This person should also become a permanent liaison to the County Personnel office as well. The person in this position should be qualified to deal with the personnel department and the county administrator on personnel needs. In the past, the office of the District Attorney has indicated that there have been long delays in obtaining lists of qualified candidates for personnel openings after these were requested. Persistent monitoring of requests for personnel actions with the county administration and other agencies should be a vital part of this support staff supervisor's function.

It is essential that this supervisor have open lines of communication with the county administration, the attorneys and the clerical staff. All staff should be periodically informed of office developments and policies.

Another priority task for this supervisor should be the development of an office manual. This manual should clearly describe the role of the support personnel in the office, methods of advancement, job descriptions, pay and benefits, and office policies and procedures. A table of contents of one such manual which has been effective is attached as Appendix B.

The team also recommends the periodic publication of an office newsletter, reporting on developments, transfers and new programs within the District Attorney's office. This is a very effective communications tool, and profiles of individual employees or office functions could be made a part of this newsletter.

#### B. Career Opportunities for Support Staff

A significant issue to be resolved by the District Attorney is the absence of any clear path for career development and advancement of support staff. The Technical Assistance team found no plan to encourage advancement, and with the exception of a few supervisory personnel, there seemed to be little understanding of the requirements for each type of support staff position within the office.

The person who is designated to prepare an office manual should also prepare a report detailing each job description within the clerical area. This report should include the minimum qualifications for each job and the necessary steps to advance from one position to another. In addition to job description requirements, standards of performance should be prepared internally within each unit in the office to apply to each clerical position for monitoring necessary performance levels for advancement.

This office manual would also be valuable in cross-training personnel, which the team suggests strongly. In this way, staff can substitute for one another in times of need, and a means of training for other positions in the office will be obtained.

A further recommendation is the reallocation of legal secretary positions within the office. All present legal secretary positions should be allocated at the legal secretary III level. This reallocation would not necessitate filling all of those positions at that level, but it would create the potential to advance appropriate legal secretaries on a schedule set by the office to the higher level upon improved performance and ability to handle increased responsibilities. This would provide the added benefit of encouraging better performance on existing jobs and providing support staff with a clear path to advancement with increased future benefits. This should directly aid in recruiting qualified people and maintaining those presently on the staff. At the present time, all of the legal secretaries for the county council are allocated at the Secretary III level, and a similar system is in use for attorney positions. This should be extended to the legal secretaries in the office. Included as Appendix C is an example of policies and procedures for career ladders which have been implemented elsewhere.

The Technical Assistance team would also like to recommend that an additional employee category beyond legal secretary III be created. This category should be a paralegal or paraprofessional position. The creation of this position would extend the career ladder beyond the level of legal secretary III without requiring individuals to advance to supervisory legal secretary or administrative assistant positions for further advancement.

Paraprofessionals are currently being used in the Family Support Unit, where Family Support Officers are performing judgmental functions. The same concept could be transferred to the Felony Trial and Misdemeanor Units where paraprofessionals could be used in case workups, screening, and hearing and trial preparation. These paraprofessional positions also offer the additional incentive to the support staff of more direct involvement in cases, with a resultant increase in interest and motivation to remain employed within the District Attorneys office. An example of paraprofessional job descriptions is included as Appendix D.

In order to make a paraprofessional or paralegal system successful, attorneys must be willing to use these individuals and rely on their services where appropriate. The Technical Assistance team found that the attorneys in the office would welcome such an addition to the support personnel as an added resource to be used in case preparation. This system would be a natural progression in the career ladder concept. It may be advisable to initially approach this new position on an experimental basis by designating two of three of the legal secretary positions as paraprofessional positions.

#### C. Local Funding Priorities

Many of the personnel problems in the Ventura County District Attorney's office are related to the local funding priorities established after the passage of Proposition 13 in the State of California. Related to this problem is California's present difficulty with local funding of the criminal justice system. An analysis by the Rand Corporation in an article entitled, The Impact of Proposition 13 on Local Criminal Justice Agencies: Emerging Patterns, prepared for the National Institute of Justice and

released in June, 1980, summarizes many of the results of decreased local funding for criminal justice agencies. One of the major patterns seen in this Rand Report is the deemphasis of "support-type functions" in the criminal justice agency as short-term solutions to the funding problems. The elimination of special service programs and the reduction of prosecutions in certain categories of crime are other short-term solutions seen by the Rand Corporation.

In Ventura, the emphasis has been placed on the importance of acquiring and maintaining attorney staff, with a reduction in importance of the support staff. Although addressing possible solutions to the Proposition 13 problems in local funding may be beyond the scope of this report, a portion of the problem within the clerical staff is seen by the team as being based upon reactions and short-term solutions to the funding problem. It is the recommendation of the team that this policy be reevaluated.

#### D. Misdemeanor Case Processing

All cases which enter the District Attorney's office are first run through a computer check for prior records or pending charges. This information is displayed on a video screen and then is handwritten on the file folder. This is time consuming and cumbersome for the support employee assigned this task. It is the recommendation of the Technical Assistance team that a printer should be obtained so that when information is found, it would no longer be necessary to hand copy that information from the screen onto the file. The clerk would merely push the print button, obtain a print out, and then place the information in the case file. This would save a great deal of time at this step in the process.

The 1975 Technical Assistance Report recommended that the District Attorney should "redesign the case file folder to display more information on the outside front cover." As of the time of this visit, this has not been accomplished and the case file folders still in use contain little information on the outside front cover. A pre-printed case file jacket would save a great deal of time for the support personnel. Much of the information is presently handwritten on the inside cover of the file jacket. This handwriting of information is slow and very time consuming. The file jacket should be redesigned to eliminate the necessity for this function. Also, a good file jacket could save attorneys time because information would be readily visible on the outside of the file, eliminating the necessity to search through the contents of the file for needed information. An example of a model case jacket is found in Appendix E.

A final recommendation in the area of case processing concerns the complaint formbook in use in the office. Not all attorneys and secretaries have the same copy of the formbook. Because of this, there is much retyping being done. It is recommended that someone be designated to check all formbooks in use in the office and insure that everyone has the most current copy.

#### E. Victim/Witness Unit

After a permanent file folder is created, in both felonies and misdemeanors, the case goes to the Victim/Witness Unit in order for subpoenas to be typed. There are currently five people employed in this unit. Approximately two weeks in advance, the face sheets in the file which list witnesses and/or items to be subpoenaed are sorted according to date and the subpoenas are typed. One copy goes in the file, one copy remains in the Victim/Witness Unit, and four copies are delivered to the Sheriff for

service in each case. After service and return of the subpoenas, they are put in the front of the file folder and delivered to the deputy District Attorney who has been assigned each case. The subpoenas are generally returned to the office one week to one day before trial.

Answering telephone calls takes a significant portion of the time in this unit. These telephone inquiries come primarily from witnesses, and involve questions of scheduling. Witnesses call in to see if the case for which they were subpoenaed will actually be tried on the date on the subpoena and if they will be required to appear in court on that day. The unit also used the witness "call-off" to inform witnesses, both police and civilian, of changes in the date of court appearances. In 1979, this unit's witness coordinators telephoned 24,900 law enforcement officers and 11,699 civilian witnesses and informed them that they need not appear in court. While these "call-offs" saved an estimated \$763,434 in police officer time and salary, they represent a significant investment in the time of the Victim/Witness Unit. For this reason, the Technical Assistance team would like to recommend that a recorded message be instituted to take the place of individual telephone calls to witnesses. To implement this system, a form letter would be included with each subpoena, instructing the witness to call a given telephone number between 5:00 p.m. the day before the scheduled date on the subpoena, and 8:00 a.m. the date of the scheduled appearance. This number will reach a recorded message giving the name of each case scheduled for the next day, and informing the caller whether or not the witness will be required. Each afternoon, an employee of the Victim/Witness Unit should record the needed information onto the machine. In this way, countless hours of time spent on the telephone calling each witness individually

will be saved, and witnesses will not have to make repeated calls to the unit seeking information. The cost of a recording machine should be offset by the increased productivity in the unit realized as a result of not having to spend such a high percentage of time on the telephone.

When a case is continued and the date must be changed on a subpoena, it is either retyped by the person responsible for coordinating police appearances, or reprocessed and retyped by someone else in the unit. This activity constitutes a large segment of the workload of the unit. The Team recommends that only one subpoena be served per witness and that each witness be instructed, by form letter, that although it is possible that the case will not commence on its scheduled date, the subpoena will remain in effect and the witness will be notified when to appear if the date is changed. If the California Rules of Civil Procedure do not allow for this, it is recommended that the District Attorney strongly advocate a change which would allow each witness to be subpoenaed only once in each case. This would result in a considerable savings in time spent retyping subpoenas. A copy of a model form letter is enclosed as Appendix F.

A mail-subpoena project is beginning to be implemented for preliminary hearings. This is an excellent idea which the team encourages. It has successfully been implemented elsewhere and should work very efficiently in this office. An example of a letter used to generate mail subpoenas is also included in Appendix F. A final suggestion for this unit concerns an increased awareness by supervisory personnel of the work done and the services provided. All supervisors should be made more aware of this unit and the work that it does. Witnesses should be referred to this unit from all other units in the office for assistance and help with problems which they might encounter as a result of being a witness to a crime.

F. Word Processing Center

The Word Processing Center presently is staffed by three secretaries, with a fourth position available, but vacant. The major function of the Word Processing Center is to process and type court documents and memos, letters and general correspondence. However, although there are three positions filled in this unit, at the time of the technical assistance visit, only two secretaries were performing the functions of the Word Processing Center. The third employee was typing complaints as a back-up in the felony complaint section, because one of the secretaries in that section was out of the office on extended sick leave. This situation has created problems for the remaining two employees in the Word Processing Center. The Technical Assistance team recommends that first of all, the District Attorney should fill the vacant fourth position immediately. Also, upon the return of the ill employee, the complaint typing function should be transferred back to the felony complaint section.

Because of several problems in the past with the output of the Word Processing Center, some deputy District Attorneys are creating "peak" work periods for the staff by assigning all or most of their work a "rush" priority. The attorneys should be instructed not to use the "rush" priority unless it is absolutely necessary.

G. Juvenile Unit.

The Juvenile Unit clerical section handles the work for three deputy District Attorneys. It consists presently of two employees who have worked in the office for four and seven years respectively. This unit is very well run and since the addition of the second clerical employee, the backlog which had begun to develop is being reduced.

One of the time consuming tasks performed by the clerical employees in this unit is witness call-offs. Although the Victim/Witness Unit performs this function for the rest of the office, the Juvenile Unit has this responsibility for all juvenile cases. They are responsible for handling incoming calls from defense attorneys, the public, the media and others concerning the status of juvenile cases. In many cases, the primary task of information gathering is interrupted by the necessity for making or answering these telephone calls.

The two employees are performing this task with great ability and are able to keep up with their current caseload, while decreasing the backlog that has accumulated. However, the District Attorney and his staff should be aware of this workload and if it becomes too heavy, should consider transferring the juvenile call-off function to the Victim/Witness Unit. An alternative suggestion would be to initiate a recorded message, such as the one recommended in the section covering the Victim/Witness Unit, to ease the burden of notification of witnesses in this unit.

H. Space Utilization

At the time of the technical assistance visit to the Ventura District Attorney's office in 1975, a new building was being designed for occupation by the District Attorney, among others. One of the recommendations made in that report was that the office should "Provide for a consolidated filing area when designating new office facilities to improve control and establish policies for routine closing and storage of files." At the time of this visit, this recommendation had not been fully implemented. The Technical Assistance team recommends that this be done since the present filing area is almost filled to capacity. Files should be routinely closed after a prescribed period of time has passed.

It was also observed that there are several areas of congestion in the office as it is presently structured. One of these areas is the new victim/witness area. There is a large existing space across the hall from the present facilities which is now being used to store the closed files. It is recommended that these closed files be moved to a basement storage area and that the space vacated be used for further office expansion.

#### I. Equipment

A major factor contributing to the problems of the office with respect to support personnel is the poor quality of the equipment available, particularly the typewriters and the dictating system. Both of these equipment systems tend to frustrate increased productivity, and to a lesser extent, the overall morale of the support staff personnel. In addition to emphasis by the District Attorney to improve clerical personnel positions, emphasis also needs to be directed toward the improvement of equipment.

It is recommended that beginning with the current budget period, the District Attorney should systematically replace from one-quarter to one-third of the existing typewriters each year. This would greatly alleviate the perceived problem which currently exists concerning the speed of document production. It is also suggested that a study be made of the types of documents which are most frequently typed and that those that are routine and frequently produced be recorded in the mag card system on form formats to reduce the amount of original typing time.

The telephone dictating system should also be carefully reexamined by the District Attorney. This system enables attorneys to dictate into the office, using a touch tone telephone anywhere. However, this feature is not being used at the present time by the attorneys. It was suggested by the Ventura County Chief Administrative Office that the District Attorney take advantage of the consolidated word processing system operated by that office. This system also uses a touch tone telephone as the dictating instrument and can be activated from anywhere in the country. Priorities could be assigned to certain work, and they employ two operators who handle confidential matters. The District Attorney's office, as with other county agencies, could use this system immediately, as an adjunct to the word processing center currently in use in the office, with no cost being assessed against the individual agency. The District Attorney may wish to consider this suggestion by the Chief Administrative Office as a way to alleviate the problems currently encountered with the use of dictating equipment.

#### J. Use of PROMIS

The District Attorney has been actively pursuing the implementation of the Prosecutor Management Information System, PROMIS, for the past two years. One of the purposes of the technical assistance visit was to analyze the impact of this system on the clerical support staff in the office. It was felt by many in the Office of the District Attorney that PROMIS was going to solve many of the support staff problems and reduce the case load and case processing burdens. It is the observation of the Technical Assistance team that PROMIS will not address most, or even a few of those problems to the point of solving them, and may, in fact create some additional clerical problems, particularly in data entry.

The systems manager has designed a multiphased, gradual implementation process, initially involving the Career Criminal Unit, and then progressing to felonies, juvenile cases, misdemeanors and consumer fraud. The office seems to have good support from the data processing community within Ventura County and the resources appear to be adequate for installation and implementation of PROMIS in the buffered version and installation of a Honeywell HP3000 series 3 computer. The problems associated with its implementation will be in the area of data entry.

Data collection and data entry into PROMIS place more demands upon the prosecutor's office to collect accurate, current and thorough data than do existing manual or case management systems. As a result, more time is necessarily required in collecting and inputting data into this system. The advantages of most automated data management systems are the ability to generate different formats for that data collected and to analyze that information. Data entry requires a commitment from top level management positions through the systems manager down to the individual data collector, and particularly places an obligation on attorneys to clarify reasons for actions and other specific data problems.

A consistent method for collecting and entering data that can be counted on routinely in each case and installed as a permanent system within the office is an essential quality for a system such as PROMIS. Dedication of certain individuals as data collectors, detailed formal training, and clear lines of responsibility for which data elements to be collected are also very important. It is recommended that enough employees be assigned to this task within the office to allow for the entry of data on a daily basis and to ensure that all of the data generated for a day

is entered on the same day. It is suggested that at least three full time data entry employees be retained to accommodate the entry of data under PROMIS for the present caseload. This would not include the personnel needed for the retroactive data entry of old cases.

Entry errors are most common with employees who are first beginning data entry and the correction of those errors is an important process in maintaining the integrity of the system. Having fewer people involved in data entry leads to fewer human errors and easier solutions to data entry problems.

The plan which calls for the acquisition of eight CETA employees to either assist the present clerical staff or perform the data entry themselves may not assure the quality and permanence in this important aspect of PROMIS that is necessary for its success. For this reason, the team recommends that this plan not be implemented.

The incremental approach of implementing one unit at a time and broadening the coverage of PROMIS is a wise approach and will allow the system to improve through experience with its use. Maintaining a qualified and experienced systems manager is also essential. Those who perform the role of systems managers should have the clear support of the administration and should have the authority to control data entry with the ability to handle, through the administration, individual data entry problems, which usually involve the attorney's willingness to carefully collect and record the data. The routine monitoring of recorded data is very important to PROMIS. The systems manager should have the ability to direct, through attorney supervisors and individual attorneys, the improvement of the data collection process.

It is recommended that in high-volume court activities, such as arraignment, there should be a clerical assistant or data entry clerk in the courtroom to assure that the files are correctly and totally completed. The Technical Assistance team would also like to suggest examination of an integrated system to involve the clerks of the court in data collection on approved forms to be forwarded to the office of the District Attorney.

The improvements suggested in the case file jacket in Section D of this report should also improve the entry of data into PROMIS. Use of the jacket as data entry source in many phases of criminal prosecution has been successful in several jurisdictions. An improved case jacket would provide necessary backup information and quality control check information which is important to the integrity of PROMIS.

One objective of a good quality data entry system is the elimination of data research requirements on data clerks. Productivity in data entry is significantly diminished if the data entry clerk has to reconstruct missing data. In order to combat this problem, it is recommended that in the initial phases of the operation of PROMIS an early product be produced that is of benefit to the users. This might take the form of an active or pending case report for the attorneys or some form of disposition report for various members of the staff. Many jurisdictions have initially started to produce calendars, or the generation of subpoenas. Involving employees in the system in an operational basis is important to sell the system and also important to demonstrate the necessity for quality data being recorded to the system.

Training of all personnel, and particularly the users and administrators of PROMIS is a vital factor in the overall success of this automated system. All personnel should clearly understand their role in collecting data and the importance of their function in the overall result. The staff should be encouraged to monitor the system for data correction and data improvement and there should be an easy method available to all personnel to make data corrections. There should be a separate training session for attorney personnel on PROMIS which should be mandatory and should be repeated and updated at least every six months. A byproduct of this training and use of PROMIS will be that attorneys will begin to see different values to PROMIS and be able to suggest improved use and management of the data.

#### K. Miscellaneous

##### 1. Child Support Unit

The Child Support Unit is very cost effective, however there is a problem with turnover at the lowest clerical level. This is in some measure attributable to the fact that the work is very tedious. This causes many employees to seek more interesting employment elsewhere.

This problem will be somewhat alleviated when the work is taken over by a new computer which is to be put in place when the Child Support Enforcement Unit moves from its present location, which is some miles from the main office of the District Attorney to a location within a few blocks of that office. With the more tedious aspects of the job eliminated, the employees should be more motivated to continue on the job and advance.

2. Consumer Fraud Unit

This unit is staffed by one secretary and one CETA employee. It is currently being reorganized in such a way that will enable the unit to more effectively process cases. The majority of the workload is being handled by the secretary, with the CETA employee serving as a back-up. They collect statistics, type reports and correspondence and keep dispositions for the attorneys and law clerks who work in this section.

The only recommendation by the Technical Assistance team for this section is that the assistant district attorney who supervises this section stay current with the reorganization attempt. It should be designed for the most effective use of the clerical staff's time.

V. CONCLUSIONS

This analysis and these recommendations are presented with the realization that the District Attorney already has a working, effective organization. The District Attorney and his staff have already implemented many of the recommendations contained in the 1975 Technical Assistance report. Tremendous strides have been made by this office in many areas and those which are highlighted here are merely those that are next to be addressed.

Because many of the clerical employees in the office are classified as either temporary positions or CETA employees, there is a problem with the efficiency, as well as the morale of the support staff. Work is not being accomplished as rapidly or as efficiently as it could be and the turnover rate is higher than is necessary. This high turnover has prevented the support personnel from attaining a level of proficiency that is desirable for this office. There is also little room for absence or error in the present system. If any one person is absent, it disrupts the flow of cases and if several people should be absent at the same time, it could create a major crisis.

Immediate steps should be taken as a first priority to obtain permanent positions in place of the temporary extra help positions presently staffed within the office. In addition, with most of the secretaries being responsible for the work of from six to eight attorneys, it is imperative that additional secretaries be secured as soon as possible.

One of the most time consuming aspects of the duties of the assigned clerical staff is copying police reports and typing and processing violations of probation which were missed by the misdemeanor arraignment section. The misdemeanor arraignment section should be made more aware

of this problem. Also, the attorneys should be reminded of the importance of recording information accurately, in order to reduce the amount of time which must be spent by the clerical staff in tracking down missing information for the files. It is also the recommendation of the team that a new full time position be created in the Assigned Clerical Section to reduce the workload there.

The Administrative Section is currently staffed by two full time secretaries and one part time employee. While these three employees are able to handle the workload of the administrative staff at the present time, it is the recommendation of the team that the part time secretary be assigned full time to the administrative staff. If necessary, she could still be assigned tasks in the assigned clerical section during peak workloads.

The felony work-up section is in the process of being organized. It is supported by one secretary who is classified as temporary help, who works for one assistant district attorney and one investigator, who are both assigned on a rotation basis. It is recommended that this position be made permanent and that this secretary be permanently assigned to this section for continuity, since the attorneys and investigators will be rotating in and out of the section.

The Career Criminal and Sex Crimes Unit receives cases at the intake stage and processes them to final disposition. With the exception of the file opening process, this unit works independently of the rest of the office. One secretary and one CETA employee process the entire felony caseload for this unit. The Technical Assistance team feels that this workload is too great for one secretary and one CETA employee to accomplish. It recommends that an additional secretary be added to this section as soon as possible. The best candidate for this position is the secretary from the

felony complaint section. This secretary should be transferred to the Career Criminal Unit and an additional secretary obtained for the felony complaint section.

While there appeared to be no serious morale problems in the office, a perceived lack of concern by top level management personnel about support staff problems was observed by the team. For this reason, it is recommended by the team that one person be designated as support staff supervisor, to deal exclusively with personnel issues, such as hiring, recruitment, career development, training and other aspects of office morale. This person should be the permanent liaison between the District Attorney and the county personnel office. Another priority task for the new support staff supervisor should be the development of an office manual, describing the roles of various positions within the office, methods of advancement, and office policies and procedures, as they impact on personnel issues.

A significant issue to be resolved by the District Attorney is the absence of any clear path for career development and advancement for support staff. The person who is designated to prepare the office manual should also prepare a report detailing each job description within the clerical area. This report should include the minimum qualifications for each job and the necessary steps to advance from one position to another.

A further recommendation is the reallocation of legal secretary positions within the office. All present legal secretary positions should be allocated at the legal secretary III level. In this way, the potential is created for advancement to that level and better performance is encouraged. In addition, a new category should be created beyond that of legal secretary III. This position should be a paralegal or paraprofessional position.

Although the emphasis on attorneys and the deemphasis on support personnel in this time of reduced funding seemed sound when implemented, it is the recommendation of the Technical Assistance team that this policy be reevaluated. The reduction of support staff as a short term solution to funding problems may be creating more problems in the long run than it is solving.

All cases which enter the system through the office of the District Attorney are first run through a computer check for prior records and violations of parole. This information is hand copied from the video screen onto the file, which is cumbersome and time consuming for the clerk assigned to this task. It is the recommendation of the team that a printer be obtained for the computer, so that when information is found, it can be printed out and placed in the file, without having to be hand copied by a clerk in each case.

Also, the 1975 Technical Assistance Report prepared by the National District Attorneys Association recommended that the case file jacket be redesigned to display more information on the outside front cover. This suggestion has yet to be implemented, and the Technical Assistance team recommends that it be done as soon as possible, thereby effecting a savings of time and effort for both clerical and attorney personnel.

A final recommendation in the area of case processing concerns the complaint formbook in use in the office. All formbooks in use by attorneys and secretaries should be checked immediately for consistency, and it should be assured that everyone has a copy of the most current formbook.

The Victim/Witness Unit performs several functions, including typing subpoenas and witness "call-offs", in which witnesses are called and told that the case in which they were to appear has been continued and they need not come to court on the assigned day. These telephone calls take a considerable portion of the time of the witness coordinators in this unit. It is the recommendation of the team that a recorded message be used in place of these calls to inform witnesses whether or not they will be needed in court the next day. In this way, the time of the coordinators will be put to more constructive use, but each witness can still be informed as to the status of his case.

Another source of time wasted for this unit is the retyping of new subpoenas when a case is continued for any reason. The team would like to recommend that each subpoena be typed once and only once, then if the date is changed, the witness needs merely to be informed that his subpoena is still in effect and to call the recorded message to obtain the new date on which he must appear to testify.

Although there are four positions allocated for the Word Processing Center, currently only three of these are filled. This is creating a problem for the three employees of that section, and the fourth position should be filled as soon as possible. The complaint typing function should also be transferred back to the felony complaint section upon the return of one employee in the section who has been out of the office on extended sick leave.

The Juvenile Unit should be carefully monitored for signs of overwork by the two clerical employees of that unit. If the workload becomes too heavy for these two employees, the District Attorney should consider transferring the witness call-off function for juvenile cases from this unit to the Victim/Witness Unit.

In the area of space utilization, the Technical Assistance team recommends that in order to relieve congestion in the office, especially around the new victim/witness area, the closed files currently being stored across the hall be moved to a basement area, and that the office utilize that space.

A major factor contributing to the problems of the office with respect to support personnel is the poor quality of the equipment available, particularly the typewriters and the dictating system. It is recommended that, beginning with the current budget period, the District Attorney should systematically replace from one-quarter to one-third of the existing typewriters each year.

The use of PROMIS in the office will create some new needs and new demands on the support personnel, which should be handled carefully by the District Attorney in order to insure the greatest value of the system. The plan to implement the system in stages, beginning with the Career Criminal Unit is a good one and is encouraged. The entry of data into the system is the area which will have to be closely monitored. It is recommended that the plan for acquisition of eight CETA employees to collect and enter data be abandoned. These employees will not have the training or ability to perform this critical work. It is recommended that at least three full time employees be dedicated to this function.

It is also recommended that in high-volume court activities, such as arraignment, there should be a clerical assistant or data entry clerk in the courtroom to assure that the files are correctly and totally completed. It must also be stressed to the attorneys that the data that they are being asked to record is important and they must not fail to detail the information called for.

If possible, it is recommended that an early product be generated to be used in the office, such as calendars or pending case reports. In this way, all employees will feel that they have a stake in generating quality data.

The implementation of these suggestions and recommendations should result in a more efficient and effective office for the District Attorney as well as a savings in time and money through a more productive office.

APPENDIX A

Vita

Walter F. Smith

Work Address: Bureau of Social Science Research, Inc. Phone: (202)223-4300  
1990 M. Street. N.W. Suite 700  
Washington, D.C. 20036

Home Address: 2616 Redcoat Drive, Apt. 1B Phone: (703)960-1052  
Alexandria, Virginia 22303

Date of Birth: December 17, 1952, Bethesda, Maryland

Education: Miami-Dade North Community College 1972, A.A.  
University of Florida, Gainesville 1975, B.A. Sociology  
University of Florida, Gainesville 1977, M.A. Sociology

Research and Work Positions:

Research Analyst. Criminal Prosecution Technical Assistance Project, Bureau of Social Science Research, Inc. LEAA-funded grant to provide technical assistance to prosecutor offices and organizations nationwide. Principle duties include: principle management of the project; assessing the need and type of technical assistance to be provided; conducting on-site evaluations and assessments of prosecutor's offices; writing or assisting with the writing of all technical assistance reports and the major portion of the writing for three substantive monographs on criminal prosecution; developing and assistance with the final report. April, 1980. to present.

Assistant Director. Wisconsin Parole Project, Wisconsin Center for Public Policy. LEAA-funded grant to evaluate Wisconsin's Parole Decision-Making Guidelines. Principle duties included: assisting with the overall design, analysis and administration of the project; designing data collection instruments and codebooks; working with the representative agency on structuring parole guidelines; and responsibility for the final report and articles forthcoming. May, 1979 to December, 1979.

Consultant. Police and Social Services Agency Project, Wisconsin Center for Public Policy. Project funded under a grant from LEAA to examine community interaction between the police and the various social service agencies in the areas of criminal justice and mental health. Consultant areas: research design and final report review. April, 1979 and February-March, 1980.

Assistant Director. Wisconsin Sentencing Project, Wisconsin Center for Public Policy. Project funded by LEAA grant to examine felony sentencing patterns in Wisconsin's trial courts. Principle duties included: assistance in project administration, design and all methodological matters; making presentations at state advisory committee meetings; advising the Wisconsin Legislature on sentencing areas; designing data collection instruments and codebooks; and responsibility for final report and articles forthcoming. January, 1978 to March, 1979.

Research Analyst. First Appearance Court Study, Gainesville, Florida. Dr. Charles Frazier, principle investigator. Principle duties included: coding, writing and documenting the relevant computer programs. 1976-1977.

Instructor. University of Florida, Introductory Sociology. Principle duties included: instruction of 50 undergraduates for three quarters; design and grading of all exams. 1977.

Publications:

Shane-DuBow, Sandra and Walter F. Smith. An Evaluation of Wisconsin's Parole Decision-Making Guidelines. Madison, Wisconsin: Public Policy Press, 1980.

Shane-DuBow, Sandra, Walter F. Smith and Kim Burns Haralson. Felony Sentencing in Wisconsin. Madison, Wisconsin: Public Policy Press, 1979.

Smith, Walter F. Public intoxication and public policy: The effectiveness of the Florida Myer's Act (in progress).

Smith, Walter F. Official crime rates and social control: A test of Erikson's hypothesis, unpublished M.A. thesis, University of Florida, Gainesville, Florida, 1977.

Academic Awards:

Teaching and Research Assistantship, University of Florida, 1977.  
Research Assistantship, University of Florida, 1976.

Research Interests:

Criminology: Courts research and evaluation, Methodology, Post-sentencing variability, Organization theory.

Applied Research: Sentencing and post-sentencing variability, Criminal adjudication process with emphasis on arrest, prosecution, courts and correctional supervision, Sociology of Law, Social program evaluation.

Social Psychology: Labelling theory, Self-concept theory.

Research Associate, Bureau of Social Science Research, since January 1978. Formerly, Project Director, National District Attorneys Association, 1975-1977; special counsel, National Center for Prosecution Management; 1974-1975; chief assistant state attorney, 12th Judicial Circuit of Florida, Sarasota, 1974; assistant state attorney, 11th Judicial Circuit of Florida, Dade County, Miami, 1971-1974; Counsel, Transcommunications Corporation, 1969-1971; sole practitioner, Miami, 1965-1969; assistant attorney general, Florida, 1958-1965.

Instructor, Florida State University, 1958-1960; Florida Sheriff's Bureau of Law Enforcement Academy, 1960-1964; Florida Bar Association's Continuing Legal Education Program, 1966; Criminal Justice Institute, Miami Dade Community College, 1972-1973; University of Oklahoma, 1974; Northwestern University School of Law, Summers of 1976 and 1977.

Education: B.S. (political science), Florida State University; B.S.F.S. and Lib. Georgetown University.

Current Research:

Project Director, Criminal Prosecution Technical Assistance Project--a facility to provide national level technical assistance in the prosecution area and participate in the development and improvement of criminal prosecution projects and programs supported by LEAA (Law Enforcement Assistance Administration).

Deputy Project Director, Phase II, Research on Prosecutorial Decisionmaking--a continuation of the Phase I program to conduct research on prosecution nationwide and to test techniques and procedures to measure uniformity and consistency in decisionmaking (Law Enforcement Assistance Administration).

Recently Completed Research:

Research Associate, White Collar Crime Study--a systematic review and analysis of major data sources relevant to white collar crime, supported by a grant from the Law Enforcement Assistance Administration.

Deputy Project Director, Phase I, Research on Prosecutorial Decisionmaking--a nationwide research program to develop techniques and procedures for increasing uniformity and consistency in decisionmaking, supported by the Law Enforcement Assistance Administration.

Past Experience:

As Project Director, National District Attorneys Association, directed a large-scale DHEW-supported study which assisted and encouraged prosecutors and others nationally to participate in the

Federal Child Support Enforcement Act (Title IV-D of the Social Security Act). In connection with the study, conducted regional orientation and training conferences nationwide, developed a reference source for prosecutors on child support enforcement, and a clearinghouse on current child support data; directed and participated in technical visits by child support enforcement consultants to prosecutors offices nationwide.

As special counsel to the National Center for Prosecution Management, prepared under an LEAA grant, standards and goals for homogeneous groups of prosecutors in the U.S., organized the groups, supervised the meetings and assisted in preparation of documentation on standards and goals.

As assistant state attorney, 11th Judicial Circuit of Florida, Dade County, Miami, created special trial division for speedy processing and trial of defendants, assisted in the development of pretrial intervention (diversion) program (under an LEAA grant) and established a Magistrate's Division in the State Attorney's Office. After undertaking a survey of case intake and screening, recommended the establishment of a new system and was appointed head of the new Intake and Pre-Trial Division in the State Attorney's Office.

Selected Publications:

Transmitting Prosecutorial Policy: A Case Study in Brooklyn, New York (with Joan E. Jacoby, et al.). Research Report No. 2, Project 556, November 1979.

A Quantitative Analysis of the Factors Affecting Prosecutorial Decisionmaking (with Joan E. Jacoby, et al.). Research Report No. 1, Project 556. October 1979.

"The Prosecutor Constrained by His Environment--A New Look at Discretionary Justice in the United States," Project 450, July 1979.

Policy Analysis for Prosecution (with Joan E. Jacoby) Final report for Phase I of Project 550, Bureau of Social Science Research, April 1979.

Policy Analysis for Prosecution: Executive Summary (with Joan E. Jacoby) Final report for Phase I of Project 550, Bureau of Social Science Research, April 1979.

"Probable Cause Determination," (Commentary) National Prosecution Standards, National District Attorneys Association, Chicago, 1977.

"The Child Support Enforcement Act." Prosecutors' Deskbook, Washington, D.C.: National District Attorneys Association, 1976.

Handbook on the Law of Search, Seizure and Arrest, distributed by the Florida Attorney General's Office, 1960; revised, 1962.

"Can Effective Restrictive Legislation Be Written" Paper delivered to the Southeastern Association of Boards of Pharmacy in 1962 and published in The Journal of the American Pharmaceutical Association.

(April 25, 1980)

RESUME

WILLIAM R. HYDE  
1743 East Thirteenth South  
Salt Lake City, Utah

EDUCATIONAL BACKGROUND

- 1962 Graduate of Olympus High School, Salt Lake County
- 1966 Graduate, B.S. Degree, University of Utah, Political Science, Certificate in International Relations
- 1969 J.D. Degree, University of Utah College of Law

EXPERIENCE AND EMPLOYMENT

- 1969-70 Utah Supreme Court, Law Clerk to Chief Justice J. Allen Crockett
  - 1971-75 Deputy County Attorney, Salt Lake County Attorney's Office
  - 1975-1979 Chief Deputy, Criminal Division, Salt Lake County Attorney's Office
  - 1979 to present Chief Deputy, Recovery Division, Salt Lake County Attorney's Office
- Director, Statewide Association of Prosecutors
- Lecturer, Instructor, and Consultant for the following organizations:
- Statewide Association of Prosecutors of Utah
  - National District Attorneys Association
  - Utah Association of Counties
  - National Association of County Officials
  - Legislative Intern, Washington, D.C.
  - Utah State Court Administrators Office
  - Licensed Lobbyist -- Utah State Legislature
  - Institute for Law and Social Research, Washington, D.C.
  - Department of Law and Public Safety, New Jersey

ASSOCIATIONS

- Member of the following associations:
- Utah State Bar Association
  - American Bar Association
  - Statewide Association of Prosecutors
  - National District Attorney Association
  - National Association of Prosecutor Coordinators
  - Prosecution Management Committee, National District Attorney Association
  - Utah Supreme Court Committee -- Revision of Utah Criminal Procedural Code

PERSONAL

Born: April 24, 1944  
Married to Karen Page Hyde  
Two Children: Justin and Jennifer

RESUME

OF

R. PAUL VAN DAM

PERSONAL HISTORY:

42 years old, married, wife Lynne,  
two children, Michael 15, Julie 12.

Lifelong resident of Salt Lake  
City, Utah, born and raised on  
Salt Lake's East side.

Homeowner, 1183 Herbert Avenue,  
Salt Lake City, Utah, Home Phone,  
801-583-0946.

EDUCATIONAL HISTORY:

Graduated East High School, Salt  
Lake City, and attended University  
of Utah.

Received Juris Doctor degree  
May, 1967, University of Utah  
Law School.

PROFESSIONAL CAREER 10/67 to 7/80:

Admitted to the Utah Bar, May 1967.

Joined the Salt Lake County  
Attorney's Office in January 1968.

Maintained part-time private  
practice 1968-1972. Represented  
clients in all State and Federal  
Courts.

Prosecuted misdemeanors in 10 J.P.  
Courts for 1½ years.

Represented State in proceedings  
at Juvenile Court for 1 year.

Prosecuted preliminary hearings on felony matters 1969-70.

Promoted to Chief Deputy of the Criminal Division 1970-71.

Accepted employment in Salt Lake County District Attorney's Office 1971.

Prosecuted approximately 75 felonies during next three years, including 7 homicide cases.

Briefed and argued criminal appeals to Utah Supreme Court.

Lectured numerous police and law enforcement classes and groups.

Attended several seminars and courses for prosecutors.

Elected County Attorney for Salt Lake County 1974-78.

Obtained LEAA grants for career, criminal, administrative programming, PROMIS during tenure.

Supervised 45 attorneys in areas of felony prosecution, IV-D, Juvenile Court, misdemeanor and civil. Office budget 2.7 million.

Acted as Technical Assistance Consultant for the NDAA from 1974 to present. In said capacity, have visited the following jurisdictions:

Everett, Prosser, South Bend and Grays Harbor, Washington;  
Hartford, New London, Connecticut;  
Rock Island, Cairo and Lincoln Illinois;  
Columbus, Ohio;  
Stockton and San Diego, Calif;  
Louisiana;

Las Vegas, Nevada;  
Phoenix, Arizona;  
Cheyenne, Wyoming;  
Little Rock, Ark; (2 visits)  
St. Josephs, Michigan

Acted privately as a Consultant for prosecution offices in the following jurisdictions:

Concord, New Hampshire;  
Portland, Bangor, Ellsworth and Augusta, Maine;  
Burlington, Hyde Park, and St. Johnsbury, Vermont.

Chairman of State Wide Association of Prosecutors for Utah.

Member of LEAA Council for State of Utah and Salt Lake County.

Guest lecturer 1976 at the National College of District Attorneys; Subject, "Administrative Organization of the Prosecutor's Office".

Presently in private practice.

APPENDIX B

INTRODUCTION - MANUAL USE AND DESIGN

NUMERICAL SYSTEM: The policy numerical system is based upon the department's Program Code of Accounts. In this system, each division is assigned a series of 100 numbers. These numbers are then broken into 10 or 20 number series which are assigned to the individual units or programs within each division. All program operational costs are accounted for through the assigned code. These same code numbers have been utilized for the major policies applicable to each unit. The decimal system will be used for all sub-categories.

MANUAL CONTENTS: A summary of the manual contents may be found on the following page. It will provide an overview of the manual structure. Each section and appendix has an independent index for fast reference. An alphabetical subject index is being prepared for distribution in the near future.

The manual is far from complete. The initial distribution includes most of the General Policies, a good percentage of the Orientation Data, and only the appendix that relate to the policies prepared to date. Administration and three division sections contain only a proposed index (intended to reflect the policy numerical system process) and an introduction policy which identifies the purpose and goals for each division. Each policy section is also color coded for further clarity as the manual develops.

MANUAL DEVELOPMENT: It is very difficult to complete a comprehensive policy and procedure manual without it becoming outdated before distribution. Therefore, administration considered it more important to distribute the manual in part, with a plan designed to provide employees with the balance on a semi-monthly basis. Division chiefs and their unit supervisors will be responsible for drafting specific policies for their respective areas. The Management Support Team (MST) will establish a timetable for policy draft completion. The policies will be reviewed and approved by MST and edited (for uniformity and consistency), produced and distributed by the Planning and Budget Unit (PBU). As the division sections are developed, employees will receive only the sections and policies beneficial to their area. This will consist of policies in the Orientation Data, General Policies, the section for the division in which the employee is assigned and the introduction policies for the other divisions and units in the office. Policies will be modified, to reflect any major changes, approximately every six months.

MANUAL USE: This manual is designed to provide each employee with the necessary information to function efficiently and to become aware of the various personnel benefits and services available. There is a right way and a wrong way to go about getting a job done. While following set procedures is sometimes thought to take more time, in the long run, it is guaranteed to get the job done faster and more effectively. In an organization the size of Salt Lake County Government, cooperation and consistency are vital for an efficient operation. The strict use and adherence to uniform policies and procedures is a means by which this can occur.

MANUAL PREPARATION FOR THE INITIAL DISTRIBUTION: This manual has been designed, researched and prepared for the initial distribution by Bette L. Stanton and Phyllis Birrell of PBU and approved for publication by MST. The policies were printed by Irene Yeates, Civil Division, on the Office System 6 Information Processor. Carol Jones, a Kelly Girl working with PBU, was responsible for assembling and distributing the manuals. Any questions may be directed to Phyllis at 535-5580 or Bette at 535-5568

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- YOUR PERSONAL MINI PHONE BOOK
- EMPLOYEE INSURANCE BOOKLET
- STATE RETIREMENT BOOKLET
- UTAH STATE CREDIT UNION PACKET
- U.S. SAVINGS BOND BROCHURE AND CARD
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100-124 STATISTICAL GATHERING FORMS  
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PERSONNEL SYSTEMS MANAGEMENT UNIT

150- MANAGEMENT & PLANNING FORMS

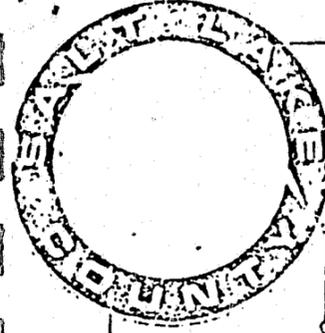
SOME FORMS ARE SALT LAKE COUNTY FORMS. THIS IS INDICATED UNDER THE NUMBER ON EACH FORM. THE YEAR SHOWN NEXT TO THE SOURCE WILL BE '79 OR '80; '79 INDICATES ALL FORMS DESIGNED PRIOR TO 1980.

AS WE EXPAND APPENDIX "B" TO INCLUDE FORMS FROM ALL UNITS AND DIVISIONS, THEY WILL BE CODED ACCORDING TO THE SOURCE. THIS PROCESS SHOULD MAKE THE FORM SUPPLY PROCESS MORE EFFECTIVE.

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APPENDIX C



PERSONNEL DIVISION & MERIT SYSTEM COUNCIL

DOUGLAS E. THOMSEN  
DIRECTOR

COMMISSIONER  
WILLIAM E. DUNN

DEPARTMENT OF ADMIN. SERVICES  
CHIEF OF DIVISIONS, DIRECTOR

MERIT SYSTEM COUNCIL

VIRGINIA P. KELSON, CHAIRPERSON  
DANIEL L. BERMAN  
WILLIAM M. TIMMINS

COUNTY ATTORNEY

MEMORANDUM

TO: ALL ELECTED OFFICIALS, DEPARTMENT HEADS, DIVISION HEADS  
(Please circulate to secretaries and their supervisors)  
FROM: Douglas E. Thomsen, Personnel Division  
SUBJECT: Important Information on Career Ladder for Secretaries,  
Office Supervisors and Administrative Assistants.  
DATE: October, 3, 1979

The Salt Lake County Commission recently approved the promotion of and/or providing of, step increases for employees in clerical positions. Along with this action the Personnel Division has developed a career ladder for secretary classifications. This is intended to provide some upward mobility for the incumbents as they develop proficiency and take over additional administrative responsibilities. To effect this procedure you have been asked to submit performance standards to be met and competencies to be developed for movement to the higher grade level. It is intended that this memorandum and the attached example provide you with some guidelines on the development of these standards.

Incumbents in secretarial, office supervisor and administrative assistant classifications should write complete task statements for all of the tasks he/she performs. The statement should include 1) what is done specifically, 2) to whom or what it is done, 3) the resulting product or output and 4) the materials, tools or equipment used. Below are a few examples from the attachment:



PERFORMS WHAT ACTION (VERB)	TO WHOM OR WHAT (OBJECT OF VERB)	TO PRODUCE WHAT (EXPECTED OUTPUT)	USING WHAT TOOLS, EQUIPMENT, PROCESSES
Types	letters, reports, charts	for supervisor review and signature	using knowledge of grammar, spelling, punctuation and standard letter style
Establishes and maintains	correspondence and project files	for immediate retrieval for project staff	using knowledge of standard cross filing techniques by name and project number
Keeps records	of projects	in order to prepare monthly report on project costs	using basic book-keeping and reconciliation procedures

After the task statements are completed, the incumbent should determine what a reasonable level of proficiency is, using quantifiable descriptions as much as possible. Using the example of operating a typewriter the standards might be:

1. Uses modified block format on all (100%) of letters sent out of office.
2. Has no (0%) spelling errors on letter when presented for signature.
3. No more than three (3) corrected errors on final copy (using white-out or similar substance).
4. No (0%) tape or strike over correction on final copy.

A complete set of performance standards is attached for your review.

The immediate supervisor and each incumbent should meet to discuss the standards and agree that they are reasonable. If there are several people who have the same responsibilities they can collaborate on the tasks and standards and meet with the supervisor as a group. At this point, specific requirements which must be met in addition to the performance standards such as in-service training, specialized training or classes should be defined. Such requirements must be directly related to improving proficiency on the job or developing new skills. These standards and requirements should be submitted in writing to the Personnel Division for approval in keeping with the Promotional Policy.

(Article VIII, Merit Rules and Regulations). A copy of individual standards will go into employee folders. As new employees are hired the standards of the former incumbent must be submitted and updated at the end of the first six months.

At the end of one year in the positions (minimum of six months after submittal of standards for incumbents who have already been on the job for a year or more), the supervisor can evaluate performance according to the standards to determine whether the incumbent should move to the higher grade level. The standards, if periodically revised as responsibilities change, can be used to effectively aid in the completing of yearly performance evaluations and discussing performance with the incumbent several times per year.

Because this ladder depends on the development of proficiency in a given setting, incumbents who reach the upper grade level must be demoted to the lower grade of the secretarial career ladder in another division or department if they choose to transfer.

Although this memo is intended specifically to assist in effecting the secretary career ladder, please be advised that performance standards should be developed for all employees as the first step toward establishing a career development plan for each division in accordance with the Promotional Procedure recently approved by the Salt Lake County Merit System Council.

Please review this material carefully and contact this office should you have any questions.

---

WORK PERFORMANCE STANDARD

POSITION Secretary 10-12

MAJOR DUTIES

- I. Types correspondence, reports, charts
- II. Maintains division files
- III. Answers telephone
- IV. Posts project Cost data
- V. Supervises Receptionist
- VI. Receives and circulates mail

I. TYPES CORRESPONDENCE; REPORTS, CHARTS

A. Responsibilities

- 1. Receives dictaphone tape or handwritten notes from supervisor and types letters, reports or charts.

B. Performance Standards

- 1. Type all correspondence within two days after receiving tape or handwritten notes.
- 2. Correct all errors prior to submittal with no more than two corrected errors per page of typewritten material.
- 3. No document shall have errors in spelling, grammar and punctuation prior to submittal for signature.
- 4. Type all letters in modified block format unless otherwise requested.

II. MAINTAINS DIVISION FILES

A. Responsibilities

- 1. Establishes and maintains correspondence and project files.
- 2. Files all documents.
- 3. Maintains project file control sheet.

B. Performance Standards

- 1. Files a copy of every incoming and outgoing letter in chronological correspondence file.
- 2. Files all documents by Friday of each week.
- 3. Always has control of Project files (maintains 100% accurate control sheet).

III. ANSWERS TELEPHONE

A. Responsibilities

- 1. Answers referred telephone calls for Supervisor and Project Coordinators.
- 2. Screens calls.
- 3. Takes messages.
- 4. Provides information.

B. Performance Standards

- 1. Answers telephone calls prior to fourth ring.
- 2. Always answers phone by saying "Projects Office, Lynn Cope speaking".
- 3. Always notifies receptionist when out of office.
- 4. Always includes date, time, full name and telephone number on message.
- 5. Always provides accurate information by checking with Supervisor or checking manuals, files or with others before dispensing information.

IV. POSTS PROJECT COST DATA

A. Responsibilities

- 1. Keeps a record of all Projects to include date of initiation and each cost of the project.
- 2. Prepares a monthly report on project costs.

B. Performance Standards

- 1. Posts all project dates and line item costs to the project control book within two days of receiving information from Project Coordinators.
- 2. Totals project line item costs and prepares monthly statistical report within two (2) weeks after the end of the month.

V. SUPERVISES RECEPTIONIST

A. Responsibilities

- 1. Assigns and reviews work.
- 2. Provides training and assistance.
- 3. Assists in preparing annual performance evaluation.

B. Performance Standards

- 1. Always explains procedure to be followed on new assignments and follows up by memo.
- 2. Reviews all type assignments to ascertain accuracy.
- 3. Develops and monitors performance standards on a monthly basis (provides written monthly report to receptionist on how well standards are being met).

VI. RECEIVES AND CIRCULATES MAIL

A. Responsibilities

- 1. Receives and stamps all incoming mail.
- 2. Reads mail and determines action.
- 3. Makes copies of incoming letters for file.
- 4. Forwards documents to appropriate individuals for action.

B. Performance Standards

- 1. Stamps every document on the same date it is received or by noon on the following day.
- 2. Makes copies of all incoming letters within one working day after recieved.
- 3. Forwards documents to appropriate staff member within one working day after received.

I certify that the above performance standards are appropriate performance requirements for this position and that these standards have been discussed in detail with the present job incumbent.

Immediate Supervisor Signature

\_\_\_\_\_ Date \_\_\_\_\_

Division/Department Head Signature

\_\_\_\_\_ Date \_\_\_\_\_

I certify that these performance standards have been discussed with me in detail and agree that these standards are appropriate for this position to the best of my knowledge. I further understand that the performance standards are required and considered for career ladder promotion.

Incumbent Signature

\_\_\_\_\_ Date \_\_\_\_\_

APPENDIX D

POSITION DESCRIPTION FORM

1. POSITION LOCATION

DEPT. Salt Lake County Attorney
DIVISION Recovery
SECTION Fines & Forfeitures Unit
ADDRESS

2. POSITION IDENTIFICATION

PRESENT JOB CLASSIFICATION
PROPOSED JOB CLASSIFICATION Legal Assistant 14
CHECK ONE: [X] FULL-TIME [ ] PART-TIME
CHECK ONE: [X] PERMANENT [ ] TEMPORARY

3. ACTION REQUESTED

CHECK ONE: [X] INITIAL ALLOCATION (New position to describe & classify)
[ ] REALLOCATION (Change in duties and responsibilities)
[ ] ADDITIONAL ALLOCATION (Already existing classification)
[ ] REVIEW (Redescribe - no major change in job responsibilities)

4. DUTIES OF POSITION

List separately each duty and responsibility assigned to the position. Arrange these duties in logical order beginning with those performed most frequently and followed by those performed occasionally. Be clear, concise and complete. Stick to statement of fact. Avoid the use of vague or general terms. Give an estimate of the average percentage of time spent in performing each major duty.

Table with 2 columns: DUTIES / RESPONSIBILITIES and % OF TIME. Contains 8 rows of duties such as 'Assists attorney in preparation of litigation for fines enforcement' and 'Performs some legal research'.

Give the names and the position titles of employees being supervised. Supervisory responsibilities implies the control of the work of other employees. This control may be exercised in assigning work, reviewing work, taking disciplinary action against those supervised, training them or recommending them for promotion. Show the extent and nature of supervision exercised. If no employees are supervised, write "none" in this space.

Table with 3 columns: NAME, TITLE, NATURE OF SUPERVISION. Section: SUPERVISION RECEIVED.

Name of immediate supervisor Unit Supervisor
Title of immediate supervisor Fines & Forfeitures Unit

7. CERTIFICATE OF EMPLOYEE (Job incumbent, if any)
I certify that the foregoing information describes this position completely and accurately.
Employee's Signature Date

8. IMMEDIATE SUPERVISOR'S STATEMENT
a. List any exceptions or deletions to the duties and responsibilities listed.
b. Describe the nature and extent of supervision which you exercise over this position.
c. Indicate the entry level minimum qualifications desired for this position. Keep in mind the position itself and the qualifications a new person must bring to the position and not the qualifications of the person who is currently in the position.

EDUCATION LEVEL: High School Graduate
EDUCATION FIELD: Standard
WORK EXPERIENCE - NUMBER OF YEARS AND FIELD: 3 years in related fields
REQUIRED KNOWLEDGES AND SKILLS: Criminal procedure rules / courts system
SPECIAL ABILITIES NEEDED: 60 WPM typing, 40 WPM Transcribing, Use of computer system
CERTIFICATES AND LICENSES REQUIRED
SPECIAL PHYSICAL REQUIREMENTS

9. CERTIFICATE OF IMMEDIATE SUPERVISOR
I certify that the above statements are accurate and complete.
Immediate Supervisor's Signature New position also. Date

10. STATEMENT OF DIVISION HEAD
a. List any exceptions or deletions to the duties and responsibilities listed.
b. How long has the incumbent been performing these duties?
c. I have attached a copy of our current department/section organizational chart showing the relationship of this position to the rest of the positions in this department. [X] YES [ ] NO, but will be available by [ ] NO, same as previously submitted organizational chart.

11. CERTIFICATE OF DEPARTMENT HEAD
I certify that the above statements are accurate and complete.
Department Head's Signature Date

DEPT: ATTORNEY PAYROLL TITLE: LEGAL ASSISTANT 14  
 DIV: CRIMINAL WORKING TITLE: \_\_\_\_\_  
 SEC: \_\_\_\_\_ GRADE 14 CODE 2802

Under the general supervision of the ADMINISTRATIVE ASSISTANT, who coordinates with the Felony/Traffic/Appeal Unit Supervisor, who review both the work in process and the completed work, this job includes some or all of the following duties:

Assists with legal research and case file preparation for trials- assembles reports and legal documents, interviews witnesses and reviews update of case files to check for completeness; communicates special circumstances to assigned attorney and prepares request for further investigation and special forms required in case; in addition, may take witness statements and interview appropriate witnesses in regard to trial preparation; arrange and coordinate the appearance of any expert witness.

Aid prosecutor in courtroom upon special request.

Establish appeal files and review same for court required records and completeness, including appeal bonds.

Operates the Prosecutor's Management Information System Data Terminal as needed - to assist or back-up the PROMIS data personnel on case information input and retrieval; logs and tabulates criminal case statistics for PROMIS testing and other special reports.

Maintains calendars of criminal cases - keeps record of cases for Third Judicial District Court, all City Courts and Justice of the Peace courts, within Salt Lake County; prepares a daily calendar providing information on cases such as nature of case, attorney assigned, court assigned, etc.; notes arraignments and final settings for cases; prepares cards and disposition sheets on each case, prepares weekly calendar delineating actions to take place and prepares weekly recap reports.

Transcribes dictation from attorneys assigned to Traffic/Appeal Unit - takes shorthand or utilizes dictating equipment, i.e., a transcriber, as needed to type correspondence, resolutions, opinions, supplementary orders, orders to show cause, search warrants, extraditions, special reports, etc.

Provides information and answers questions - for other criminal justice agencies and the public, either by phone or in person concerning legal actions and methods used for preparation and disposition of cases; prepares and maintains files as necessary.

Performs other related duties as assigned.

MINIMUM QUALIFICATIONS:

(Over)

1. Education and Experience

- a. Graduation from a standard senior high school or equivalent, and at least three (3) years full-time paid employment in a field closely related to this title; one of which must be as legal secretary in the Salt Lake County Attorneys Office.

2. Knowledge Requirements

ABILITY TO: apply effectively general principles to specific conditions; follow written and oral procedures and instructions; interact with people of various social, ethnic, and cultural backgrounds; work under pressure of calendar deadlines and cope with stressful conditions that may occur on occasion among victims, witnesses and/or police officers, initiate duties with a high degree of confidentiality, regarding criminal case histories and other information as it may relate to the Privacy Act of 1974; type accurately from copy at the rate of 60 words per minute.

ESSENTIAL KNOWLEDGE OF: Business English; spelling; punctuation; filing; vocabulary; office methods and procedures; legal terminology; some computer data terminology; the criminal justice system in general.

(04-10-78 SM)

**POSITION LOCATION**

DEPT. Attorney - 81 -  
 DIVISION Recovery  
 SECTION Statewide Association of Prosecutors/Civil Collection  
 ADDRESS 243 East 400 South

**2. POSITION IDENTIFICATION**

PRESENT JOB CLASSIFICATION None  
 PROPOSED JOB CLASSIFICATION Legal Assistant 14

CHECK ONE:  FULL-TIME  PART-TIME \_\_\_\_\_ HRS/WEEK  
 CHECK ONE:  PERMANENT  TEMPORARY \_\_\_\_\_ MONTHS

**3. ACTION REQUESTED**

CHECK ONE:  INITIAL ALLOCATION (New position to describe & classify)  
 REALLOCATION (Change in duties and responsibilities)  
 ADDITIONAL ALLOCATION (Already existing classification)  
 REVIEW (Redescribe - no major change in job responsibilities)

**4. DUTIES OF POSITION**

List separately each duty and responsibility assigned to the position. Arrange these duties in logical order beginning with those performed most frequently and followed by those performed occasionally. Be clear, concise and complete. Stick to statement of fact. Avoid the use of vague or general terms. Give an estimate of the average percentage of time spent in performing each major duty.

DUTIES / RESPONSIBILITIES	% OF TIME
Assist attorneys in litigation and case management in high volume collection cases including wage claims, bankruptcy, probate, bad check collections and other civil collection activities. Includes establishing case file and case log, maintaining case activity and time requirements, preparation of pleadings, builds case file, prepares cases for court hearings, maintains records of payments and disbursement, prepares monthly case reports.	40%
Serves as legal assistant for Statewide Association of Prosecutors. Assists in preparation of newsletter, research publications, letters, memorandums training seminars. Answers inquiries from prosecutors throughout the state. Maintain Prosecutor's and Recovery Division library.	30%
Serves as general receptionist and performs general clerical duties for the Recovery Division including transcribing from dictation equipment and type letters and other documents.	30%

Give the names and the position titles of employees being supervised. Supervisory responsibility implies direct control of the work of other employees. This control may be exercised in assigning work, reviewing work, taking disciplinary action against those supervised, training them or recommending them for promotion. Show the extent and nature of supervision exercised. If no employees are supervised, write "none" in this space.

NAME	TITLE	NATURE OF SUPERVISION
NONE		

**6. SUPERVISION RECEIVED**

Name of immediate supervisor Merrill K. Davis/William R. Hyde  
 Title of immediate supervisor Civil Collections Unit Chief / Chief Deputy, Recovery Division

**7. CERTIFICATE OF EMPLOYEE (Job incumbent, if any)**

I certify that the foregoing information describes this position completely and accurately.  
 Employee's Signature N.A. Date \_\_\_\_\_

**8. IMMEDIATE SUPERVISOR'S STATEMENT**

- a. List any exceptions or deletions to the duties and responsibilities listed.  
None
- b. Describe the nature and extent of supervision which you exercise over this position.  
Indirect supervision over Civil Collections / Direct over Prosecutor Program
- c. Indicate the entry level minimum qualifications desired for this position. Keep in mind the position itself and the qualifications a new person must bring to the position and not the qualifications of the person who is currently in the position.

EDUCATION LEVEL	<u>High School Graduate</u>
EDUCATION FIELD	<u>General</u>
WORK EXPERIENCE - NUMBER OF YEARS AND FIELD	<u>3 years related legal secretary or assistant</u>
REQUIRED KNOWLEDGES AND SKILLS	<u>English, math, spelling, grammar, filing, office procedures, legal terminology</u>
SPECIAL ABILITIES NEEDED	<u>understanding of court procedures, legal research methods</u>
CERTIFICATES AND LICENSES REQUIRED	<u>None</u>
SPECIAL PHYSICAL REQUIREMENTS	<u>None</u>

**9. CERTIFICATE OF IMMEDIATE SUPERVISOR**

I certify that the above statements are accurate and complete.  
 Immediate Supervisor's Signature \_\_\_\_\_ Date \_\_\_\_\_

**10. STATEMENT OF DIVISION HEAD**

- a. List any exceptions or deletions to the duties and responsibilities listed.
- b. How long has the incumbent been performing these duties? \_\_\_\_\_
- c. I have attached a copy of our current department/section organizational chart showing the relationship of this position to the rest of the positions in this department.  
 YES  
 NO, but will be available by \_\_\_\_\_  
 NO, same as previously submitted organizational chart.

**11. CERTIFICATE OF DEPARTMENT HEAD**

I certify that the above statements are accurate and complete.  
 Department Head's Signature \_\_\_\_\_ Date \_\_\_\_\_

**CONTINUED**

**1 OF 2**

APPENDIX E

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**MODEL CASE FILE JACKET**  
Front Cover

DEFENDANT'S NAME: _____		CASE NO. _____	TITLE AND ADDRESS OF OFFICE _____	
LAST	FIRST	MIDDLE	P.D.I.D. _____	D.O.B. _____ / _____ / _____
CHARGES		DATE OF ARREST: _____		
		DATE CHARGED: _____		
		<b>SPEEDY TRIAL DATES</b>		
AUTHORIZING ASSISTANT:		DEMAND _____ NO DEMAND _____		
CO-DEFENDANT AND/OR RELATED CASES		DATE _____ DATE _____		
		RELEASE DECISION		
		<input type="checkbox"/> JAIL		
		<input type="checkbox"/> PERSONAL RECOGNIZANCE		
		<input type="checkbox"/> CASH BOND		
		<input type="checkbox"/> THIRD PARTY CUSTODY		
		<input type="checkbox"/> PSYCHIATRIC OBSERVATION		
		<input type="checkbox"/> NAME OF SURETY _____		
DEFENSE COUNSEL		REQUISITE NOTICE TO DEFENDANT		
(NAME, ADDRESS, PHONE)		PO AVAILABILITY		
		ITEM    CHECK IF TO    DATE		PRELIM _____
		CONFESION    _____    _____		MOTIONS _____
		IDENTIFICATION    _____    _____		PRETRIAL _____
		DISCOVERY    _____    _____		TRIAL _____
		OTHER _____		
POLICE OFFICER				
(NAME, DEPT/UNIT, BADGE NO.) REPORTING (R) COMPLAINING (C)				
COMPLAINING WITNESS				
(NAME, ADDRESS, HOME PHONE, BUSINESS PHONE)				

**MODEL CASE JACKET**  
National Center for Prosecution Management  
1800 L St., N.W., Suite 701, Washington, D.C. 20036  
August, 1973

Work Performed under LEAA Grant No. 72-DF-99-0038

- 78 -

NEEDED	IN FILE	EVIDENTIARY MATTER
<input type="checkbox"/>	<input type="checkbox"/>	Autopsy
<input type="checkbox"/>	<input type="checkbox"/>	Ballistics
<input type="checkbox"/>	<input type="checkbox"/>	Chain of Evidence List
<input type="checkbox"/>	<input type="checkbox"/>	Chemical Report
<input type="checkbox"/>	<input type="checkbox"/>	Confession
<input type="checkbox"/>	<input type="checkbox"/>	Contraband
<input type="checkbox"/>	<input type="checkbox"/>	Damages Listed
<input type="checkbox"/>	<input type="checkbox"/>	Evidence
<input type="checkbox"/>	<input type="checkbox"/>	Indictment
<input type="checkbox"/>	<input type="checkbox"/>	Investigative Reports
<input type="checkbox"/>	<input type="checkbox"/>	Motions
<input type="checkbox"/>	<input type="checkbox"/>	Newspaper Articles
<input type="checkbox"/>	<input type="checkbox"/>	Office Memorandum
<input type="checkbox"/>	<input type="checkbox"/>	Photographs
<input type="checkbox"/>	<input type="checkbox"/>	Police Reports
<input type="checkbox"/>	<input type="checkbox"/>	Rap Sheet
<input type="checkbox"/>	<input type="checkbox"/>	Research Material
<input type="checkbox"/>	<input type="checkbox"/>	Restitution Made
<input type="checkbox"/>	<input type="checkbox"/>	Trial Memorandum
<input type="checkbox"/>	<input type="checkbox"/>	Weapons
<input type="checkbox"/>	<input type="checkbox"/>	Witness List
<input type="checkbox"/>	<input type="checkbox"/>	Witness Statements

National Center for Prosecution Management  
1900 L Street, N.W., Suite 701, Washington, D.C. 20036  
August, 1973

**MODEL WITNESS LIST**

NAME :	D.O.B.:	I.D. NO.:	DATE APPEARED
RES. ADDRESS :	PHONE:		
BUS. ADDRESS:	OCCUPATION:	PHONE:	
ALTERNATE CONTACT:	SUBPOENAS		
WILL TESTIFY TO:	ACTION	DATE ISSUED	RETURN DATE
TESTIMONY			
DESCRIPTION OF WITNESS:	TAKEN:	<input type="checkbox"/>	
	TRANSCRIBED:	<input type="checkbox"/>	

NAME :	D.O.B.:	I.D. NO.:	DATE APPEARED
RES. ADDRESS :	PHONE:		
BUS. ADDRESS:	OCCUPATION:	PHONE:	
ALTERNATE CONTACT:	SUBPOENAS		
WILL TESTIFY TO:	ACTION	DATE ISSUED	RETURN DATE
TESTIMONY			
DESCRIPTION OF WITNESS:	TAKEN:	<input type="checkbox"/>	
	TRANSCRIBED:	<input type="checkbox"/>	

NAME :	D.O.B.:	I.D. NO.:	DATE APPEARED
RES. ADDRESS :	PHONE:		
BUS. ADDRESS:	OCCUPATION:	PHONE:	
ALTERNATE CONTACT:	SUBPOENAS		
WILL TESTIFY TO:	ACTION	DATE ISSUED	RETURN DATE
TESTIMONY			
DESCRIPTION OF WITNESS:	TAKEN:	<input type="checkbox"/>	
	TRANSCRIBED:	<input type="checkbox"/>	

Work performed under LEAA Grant No. 72-DF-99-0038





APPENDIX F



**PETER D. HOUK**  
INGHAM COUNTY PROSECUTING ATTORNEY

**D. DANIEL McLELLAN**  
Chief Assistant Prosecutor

303 West Kalamazoo  
Lansing, Michigan 48933  
Phone: (517) 487-3841

- LEE WM ATKINSON  
Chief, Criminal Division
- MICHAEL G. WOODWORTH  
Chief Appellate Attorney
- STEVEN A. TRANSETH  
Administrator
- KIM WARREN EDDIE  
Chief Trial Attorney
- JOHN R. EDWARDS  
Chief, Career Criminal Unit
- MARTIN F. PALUS  
Chief, Screening Unit
- MARVIN E. ROBERTSON  
Chief, Family Support Unit
- RUTHANNE GARTLAND  
Chief Probate Attorney
- WM. GENE MATTHEWS  
Diversions Director

Dear Witness:

The victims and witnesses of crime have long been neglected by the criminal justice system. However, we, in the Ingham County Prosecuting Attorney's Office, believe that victims and witnesses are very important people. The successful prosecution of crime would be impossible without the support, assistance and cooperation of crime victims and witnesses.

The Ingham County Prosecuting Attorney's Office, in cooperation with the Ingham County Board of Commissioners, has created a special unit to serve the needs of victims and witnesses. Through our telephone-alert system, we will save you unnecessary trips, long waiting periods and time away from your work or other duties. We will also assist you by answering any questions you have and help you with any problem.

It is possible that this case will not commence on its scheduled date as a result of prior cases on the schedule being at trial. The case will commence as soon after the date indicated on the subpoena as possible.

You are instructed that the subpoena is still in effect and you will be notified when to appear if the date is changed. DO NOT disregard the subpoena without prior approval from our office. If vacations are planned, sickness occurs or you have a change of address or phone number, please notify this office.

When you come to testify, be sure to bring your subpoena. Go directly to the courtroom of the judge named on the subpoena. As a witness, you are entitled to witness fees. It is your responsibility to obtain these fees while you are at court.

If you have any questions or problems, please call the Victim/Witness Program at 487-3641, ext. 543.

Sincerely,

PETER D. HOUK  
INGHAM COUNTY PROSECUTOR

*Carrie Hurley*  
Carrie Hurley  
Victim/Witness Coordinator



**PETER D. HOUK**  
INGHAM COUNTY PROSECUTING ATTORNEY

303 West Kalamazoo  
Lansing, Michigan 48933  
Phone: (517) 487-3641

**D. DANIEL McLELLAN**  
Chief Assistant Prosecutor

- LEE WM ATKINSON**  
Chief, Criminal Division
- MICHAEL G. WOODWORTH**  
Chief Appellate Attorney
- STEVEN A. TRANSETH**  
Administrator
- KIM WARREN EDDIE**  
Chief Trial Attorney
- JOHN R. EDWARDS**  
Chief, Career Criminal Unit
- MARTIN F. PALUS**  
Chief, Screening Unit
- J. BRUCE KILMER**  
Chief, Family Support Unit
- PAULA M. ZERA**  
Chief Probate Attorney
- WM. GENE MATTHEWS**  
Diversion Director

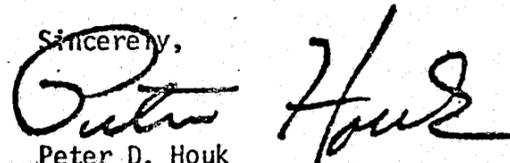
Dear Witness:

In 1978, this office instituted a subpoena-by-mail system to reduce the rising cost of the traditional method of personal service by police officers. Since its inception, it has saved the taxpayers of this community thousands of dollars and resulted in a better utilization of police services. However, the continued success of this program will depend upon your cooperation.

Enclosed with your subpoena will be a stamped, self-addressed postcard. Please sign on the appropriate line and return to this office as soon as possible.

When you come to court to testify, be sure to bring your subpoena. To receive your witness fee, please see the Assistant Prosecutor assigned to your case.

If you have any questions or concerns, please call the Victim/Witness Program at 487-3641, ext. 543.

Sincerely,  
  
Peter D. Houk  
Ingham County Prosecutor

Encl.

**END**