

# District Attorney

**Joyce E. Dudley**  
District Attorney

Criminal Prosecution

Civil/Environmental Prosecution

Administration and Support



FY 2020-21  
**BUDGET WORKSHOPS**

## Key Challenges & Emerging Issues

- Significant backlog of cases as a result of changes to court operations in response to **COVID-19**.
- **Recruitment, development, and retention** of staff.
- Significant ongoing **legislative changes** continue to require the review and re-litigation of closed cases.
- Impacts to workloads and information technology infrastructure due to an **increased volume of electronic discovery**.
  - 99.76% increase in discovery items processed over the past five years.
  - Establish a Cyber-Crimes Unit to more effectively and efficiently gather digital evidence.
  - Continue to utilize electronic file-transfer protocol to streamline business processes and effectively share information with criminal justice partners.
- **Large-scale complex cases continue to drain resources:**
  - *Operation Matador*: Largest and most violent gang case in County history will require two consecutive trials.
  - *People v. Pierre Haobsh*: Triple-homicide capital murder case.
  - *People v. Joseph James DeAngelo (Golden State Killer)*: Statewide serial murder case.
- **Development and implementation** of a new case management system and Electronic Child Abuse Reporting System (eSCARS).

## Budget Summary

Operating Budget	\$ 28,580,800
Use of One-Time for Ongoing Operations	\$ 468,900; 2% of operating
Capital Budget	\$ 265,000
General Fund Contribution	\$ 15,135,700
Full-Time Equivalents	142.0
Service Level Reductions	\$ 0
Restoration Requests	\$ 0
Expansion Requests	\$ 506,600

## Capital Projects Detail

### **Case management system hardware/licenses**

\$165,000

Purchasing hardware and software licenses in preparation for the upgrade to a new case management system. The new system will replace our current 20+ year old system. The upgrade will provide improved technology for data entry and retrieval, create office-wide workflow efficiencies, allow for more detailed case reporting, and ensure that reporting requirements are met.

- \$165,000 in department one-time funds

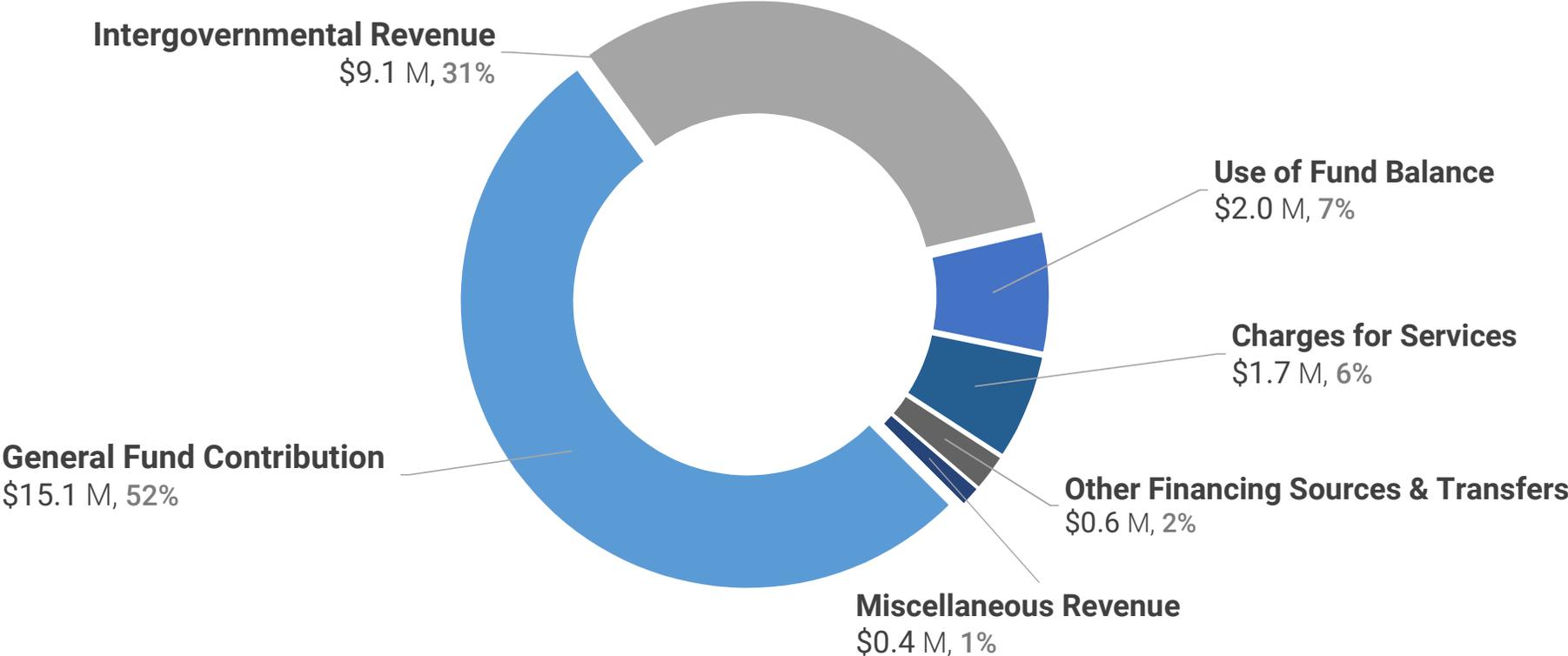
### **Cyber-Crimes Unit equipment**

\$100,000

Purchasing equipment for our new Cyber-Crimes Unit. The Unit will significantly reduce the turnaround time for forensic investigations and promote the earlier dispositions of cases. The equipment is necessary for the Unit to perform its duties. The Unit will be staffed by student investigative interns in partnership with local colleges.

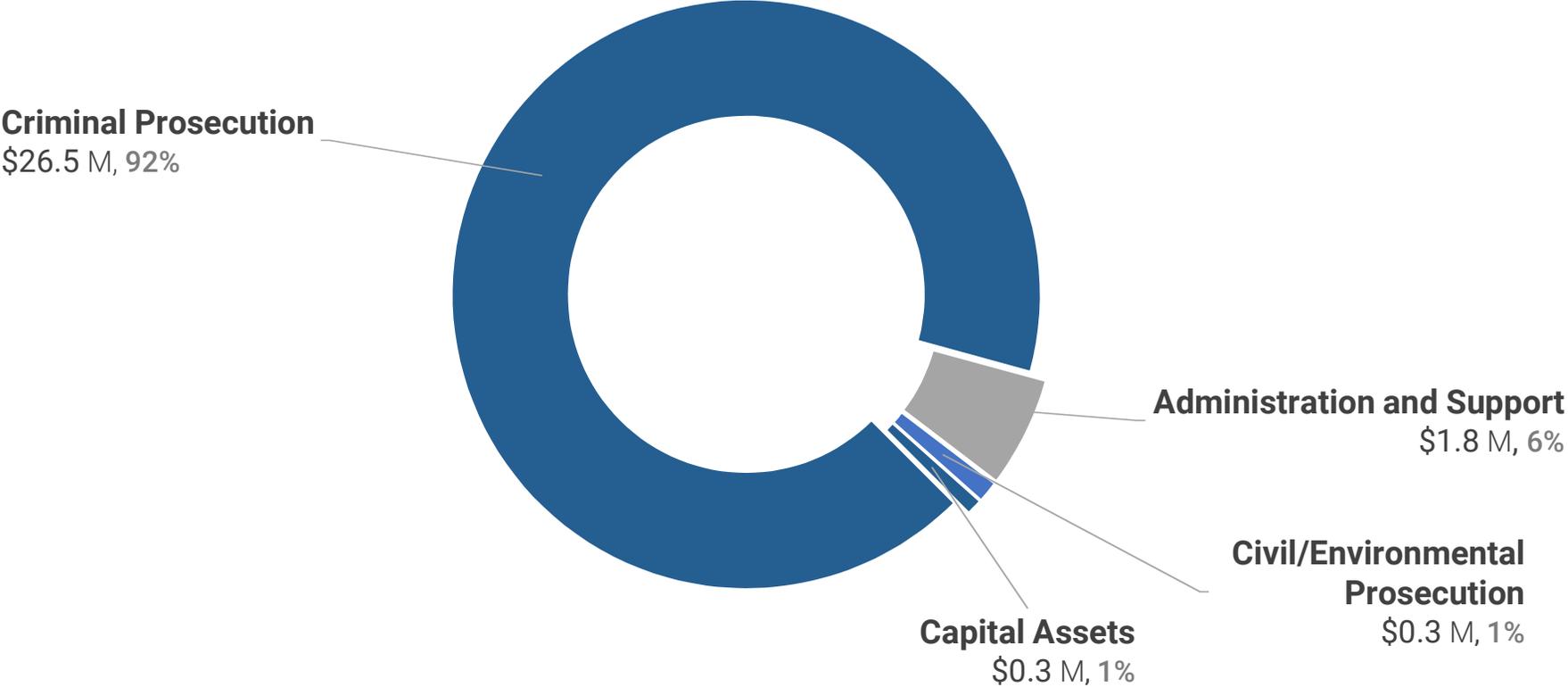
- \$100,000 in department one-time funds

# Source of Funds

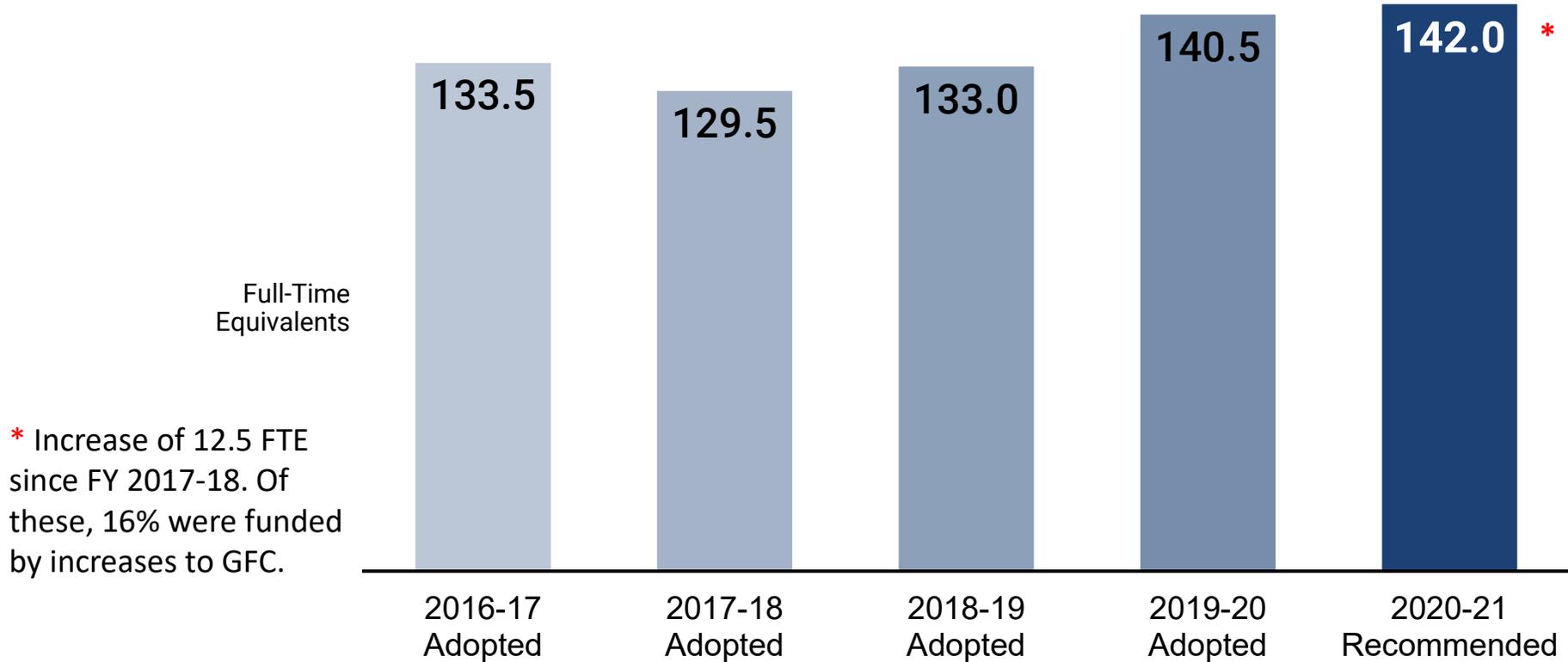


# Use of Operating Funds

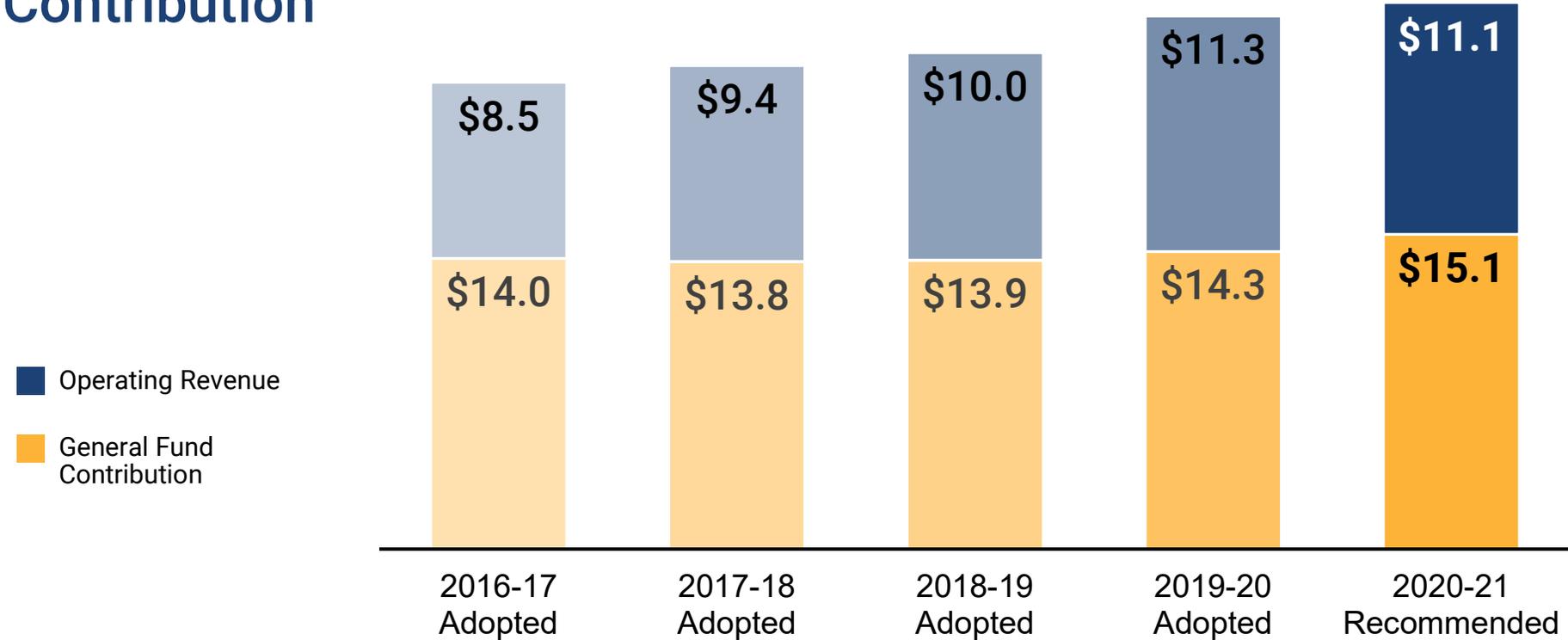
By Budget Program



# Staffing Summary



# Operating Revenue & General Fund Contribution



# FY 2019-20 Anticipated Accomplishments

◆ Renew '22  
Departmental Initiative

- Began prosecuting the unprecedented **Operation Matador** case.
- Initiated development of the **eSCARS** application and hosted a regional kick-off meeting for key stakeholders. ◆
- Expanded efforts to **prevent domestic violence** in Santa Barbara County.
  - Initiated the One Voice Program in partnership with local faith-based organizations.
  - Continued the domestic violence investigations training program for law enforcement officers throughout the County in an effort to prevent domestic violence homicides.
  - Developed a countywide training on domestic violence lethality assessments, and disseminated assessment forms to all Santa Barbara County law enforcement officers.
- Continued to combat **illegal cannabis operations** as a member of the Santa Barbara County Cannabis Enforcement Team.
- Provided victim and investigative assistance to family members following the **2019 Conception tragedy**.
- Reviewed, processed and responded to **SB 1437 petitions** to vacate murder convictions that were filed within Santa Barbara County.

## FY 2019-20 Anticipated Accomplishments

- Collaborated with the Office of Emergency Management to develop a coordinated **Family Assistance Center plan** to provide comprehensive services following a mass casualty/victimization event.
- Processed the dismissals and reductions of prior cannabis-related convictions as necessitated by **Proposition 64**.
- Received \$675,000 in **Federal Human Trafficking Task Force** grant funding to provide direct services to victims for another three years.
- Continued efforts to improve **first responder resiliency** through outreach and stakeholder engagement.
- Expanded **paperless discovery procedures** in an effort to process cases more efficiently. ◊
- Implemented **technology initiatives** to streamline business processes and effectively share information with our criminal justice partners.
- **Recruited and onboarded** 18 full-time and extra-help employees due to high turnover rate, as well as 15 volunteer interns.

◊ Renew '22  
Departmental Initiative

## FY 2020-21 Objectives

◆ Renew '22  
Departmental Initiative

- Begin prosecuting Phase II of the unprecedented **Operation Matador** case, which was split into two consecutive trials.
- Continue to collaborate on the prosecution of the alleged **Golden State Killer** in order to secure justice for victims and their families.
- Establish a Steering Committee and begin local customization and beta testing of the Electronic Suspected Child Abuse Reporting System (**eSCARS**) to ensure the application meets our community's needs. ◆
- Begin the implementation of a new **case management system**.
- Enhance efforts to combat crime throughout Santa Barbara County by establishing a **Cyber-Crimes Unit** to more effectively and efficiently gather digital evidence.

## FY 2020-21 Objectives

- Partner with the Second District Office to implement a **Neighborhood Court** pilot program in Goleta.
- Continue to enforce local ordinances by eliminating **unlicensed cannabis operations** as a member of the Santa Barbara County Cannabis Enforcement Team.
- **Further develop the Civil/Environmental Unit** to strengthen Santa Barbara County's enforcement of consumer and environmental laws.
- Partner with law enforcement agencies and defense counsel to **streamline the discovery process** in an effort to reduce delays throughout the criminal justice system. ♦
- **Recruit, develop, and retain** staff in an effort to reduce the high rate of turnover.

♦ Renew '22  
Departmental Initiative

# RENEW '22 | Big Picture Goals

## RE-DESIGN

### **Migrate County Services Online**

- Purchase and implement digital discovery software.
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### **Process Improvement Training**

- Participate in County-provided process improvement training program.
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## RE-BALANCE

### **Enhance Financial Resiliency**

- Go paperless with case files to save money on ink, printing expenses, paper, physical storage of files, and staff time associated with purging physical files.
  - Establish a Cyber-Crimes Unit to more effectively and efficiently gather digital evidence.
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# RENEW '22 | Big Picture Goals

## RESPOND

### **Conduct Satisfaction Surveys**

- Continue to disseminate domestic violence lethality assessment forms to all Santa Barbara County law enforcement officers.
- Conduct a department-wide job satisfaction survey.

## RETAIN

### **Leader Development**

- Continue to implement an ongoing attorney training and development program.
- Develop leadership skills through annual trainings for current and potential leaders department-wide.

### **New Employee Retention**

- Foster a positive work environment through facility improvements in North County.
- Provide improved support, training, and supervision to trial attorneys through a newly-established Supervising Trial Attorney structure.

# Performance Measures

Description	2017-18 Actual	2018-19 Actual	2019-20 Est. Actual	2020-21 Recommended
Percent of newly-filed misdemeanor cases disposed of at the arraignment stage to maximize court and criminal justice resources.	<b>61%</b> 6,427 / 10,527	<b>52%</b> 5,131 / 9,922	<b>58%</b> 5,366 / 9,278	<b>57%</b> 5,641 / 9,909
Percent of felony convictions for cases past the preliminary hearing stage to make effective use of judicial proceedings.	<b>79%</b> 288 / 365	<b>77%</b> 282 / 367	<b>83%</b> 300 / 362	<b>80%</b> 290 / 365
Percent of felony cases resolved before the preliminary hearing, thus reducing the jail population and number of court appearances.	<b>62%</b> 1,363 / 2,199	<b>56%</b> 1,347 / 2,416	<b>58%</b> 1,390 / 2,380	<b>59%</b> 1,367 / 2,332

# Performance Measures

Description	2017-18 Actual	2018-19 Actual	2019-20 Est. Actual	2020-21 Recommended
Percent of new Victims of Violent Crime claims verified and filed within 90 days of application, thereby expediting reimbursements.	<b>100%</b> 697 / 697	<b>100%</b> 643 / 643	<b>100%</b> 754 / 754	<b>100%</b> 700 / 700
Percent of departmental Employee Performance Reviews (EPRs) completed by the due date.	<b>83%</b> 108 / 129.5	<b>79%</b> 105 / 133	<b>90%</b> 126 / 140.5	<b>90%</b> 128 / 142

## Service Level Reductions

**NONE**

## Expansion Requests

Description	FTE(s)	GFC Amount	Non-GFC Amount
Discovery Clerks (Legal Office Professional Senior) to assist with increased volume/complexity of discovery.	2.0	\$ 223,400*	\$
Deputy District Attorney (1.0 FTE) and Legal Office Professional (0.5 FTE) to address recently-implemented legislation impacting post-conviction litigation.	1.5	236,900*	
Cannabis enforcement vehicle for DA Investigator.	-	-	46,300
<b>Total</b>	<b>3.5</b>	<b>\$ 460,300*</b>	<b>\$ 46,300</b>

\* On-going Funding

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“There's a great quote in a book that I have. It says, 'When one teaches, two learn.' Because when you teach, you must know, in order to pass on that knowledge.”

Supervising Deputy District Attorney  
Brandon Jebens  
*quoting author Robert A. Heinlein*



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