

#	Department Recommendations District Attorney's Office	Department Response	Fiscal / Challenges / Opportunities	Implementation Timeframe
Workload Management				
1.1	<p>Enhance timekeeping and workload tracking for attorneys, investigators, and legal office professionals (LOPs) to transition to a data-driven workload allocation and staffing model</p> <ul style="list-style-type: none"> • Increase adherence to SOPs for core responsibilities and data entry • Implement interim time and workload tracking processes and commission a workload analysis • Assess distribution of cases across attorneys and develop a case assignment process to allocate workload efficiently 	<p>Agree with most of the recommendation.</p> <p>The Office recognizes the importance of SOPs and quality control. The Office has developed a Quality Control Data Committee to continuously evaluate data entry points, reporting, and the impacts of SOPs on data integrity. Efforts continue to increase adherence to SOPs, including adding a Legal Support Manager in 2017. In addition, the Office is committed to increasing ongoing staff trainings in an effort to further increase adherence to SOPs for core responsibilities and data entry.</p> <p>The Office is currently in the process of moving to a new case management system. As part of the preparations for this transition, the Office has reevaluated work processes over the past several years, and continues to leverage technology to streamline and automate data entry points.</p> <p>The Office understands the inherent benefits of time tracking, and agrees that caseloads do not necessarily equate to workloads. There are various ways in which the Office currently tracks workloads, but the Office could benefit from a quantitative understanding of case complexity to supplement our existing qualitative and experiential understanding. To minimize the administrative burden of time tracking, the Office is open to exploring the integration of automated time tracking in the new case management system.</p> <p>The Office agrees that additional quantitative analysis would supplement our existing case distribution process. The data represents a diversified distribution of cases based on case complexity. The Office's approach to case distribution is consistent with industry standards, and relies upon the extensive expertise and knowledge of the District Attorney, Chief Deputy District Attorneys and supervisors. The Office uses an organized allocation methodology to distribute cases and review workloads. The Office continuously analyzes workload distributions</p>	<p>Additional staffing is needed in order to transition to a more quantitative workload allocation and staffing model, and more effectively evaluate data management within the Office. However, we believe that a data analyst would be critical to our ability to accomplish this goal.</p> <p>The implementation of our new case management system has been delayed due to ongoing vendor negotiations and the COVID-19 pandemic.</p> <p>The Office welcomes a workload analysis. However, we believe that for any measurement, we should be able to clearly indicate the real cost of collecting it, the use(s) that the information is being put to, and the value resulting from those uses. Due to limited staffing and high workloads, the Office recommends that such a</p>	<p><i>The Office is currently in the process of moving to a new case management system. The target completion goal is approximately 2.5 years.</i></p> <p><i>SOPs are centrally located in the existing case management system. The creation of one centralized guiding document for core case management system tasks is ongoing, with a target completion goal of 1.5 years.</i></p> <p>CEO Comment: <i>The CEO's Office appreciates the complexity involved in an assessment of the DA's Office. The KPMG report indicates the workload analysis should be the foundation for determining future staffing needs. CEOs office will work with the department on how that</i></p>

		throughout the year and performs formal quarterly data-driven analysis.	study be conducted in a manner that limits the administrative burden on already overburdened staff. Additional funding would be needed to contract with a third-party vendor.	<i>study can be accomplished.</i>
1.2	Delegate administrative responsibilities from attorneys to LOPs to more efficiently distribute workload across staff	<p>Agree with comments.</p> <p>The Office agrees with the inherent benefits of delegating administrative responsibilities from attorneys to LOPs wherever possible. The Office is committed to continuously evaluating opportunities to distribute workload more efficiently across job classifications. This is evidenced by benchmarking that suggests that our Office is leveraging LOP resources to a greater extent than our comparable counties. In order to explore this further, additional LOP staffing is needed.</p> <p>As the Office continues to leverage technology to automate workflows, the efficient distribution of workload between job classifications is constantly reevaluated. For example, the administrative responsibility of entering notes into our case management system is now being performed by attorneys in court as part of the Office's paperless process. This streamlines the data entry process and eliminates the need for multiple data entry points.</p>	<p>As mentioned in the report, additional staffing is needed in order to redirect significant workload from attorneys to LOPs. LOPs do not currently have the capacity to absorb additional work from the attorneys.</p> <p>CEO comment: <i>As above, the workload analysis should serve as the foundation for determining future staffing requirements</i></p>	The Office is currently in the process of moving to a new case management system. The target completion goal is approximately 2.5 years. The development of a new case management system we will maximize efficiencies and allow us to comprehensively evaluate workload distributions between job classifications.

Organizational Structure

2.1	Delegate basic legal tasks from attorneys to LOP IIIs, as permitted under California law, to expand attorney capacity	<p>Agree with comments.</p> <p>The Office agrees with the inherent benefits of delegating basic legal tasks from attorneys to LOPs wherever possible. The Office is committed to continuously evaluating opportunities to distribute workload more efficiently across job classifications. This is evidenced by the benchmarking data in Figure 11, which suggests that our Office is leveraging LOP resources largely than our comparable counties. In order to explore this further, additional LOP staffing is needed.</p>	Additional staffing is needed. LOPs do not currently have the capacity to absorb additional work from the attorneys. In order to delegate more basic legal tasks from attorneys to LOP IIIs, additional LOPs would be needed to	The LOP III job description may need to be revised to ensure that employment standards require the education necessary to complete basic legal tasks. The target
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2.2	<p>Review mid-level attorney pay for parity with benchmark counties to strengthen retention</p>	<p>Agree.</p> <p>This recommendation is consistent with other salary studies that the Deputy District Attorneys Association union has completed. Central HR has selected a vendor to perform a comprehensive salary study that will specifically focus on mid-level attorney pay. It is important to note that this study will not take the high cost of medical benefits and childcare into account.</p> <p>Retention and recruitment continue to be top priorities for our Office. We have highlighted the importance of staff retention during the budget development process for the past several years.</p>	<p>Retention challenges faced by our Office include the high cost of living in Santa Barbara County, high cost of medical benefits and childcare, and workload demands.</p>	<p>The target completion goal for the comprehensive salary study is approximately 4-6 months.</p>
2.3	<p>Streamline the case filing process to create consistency and accountability</p>	<p>Agree with comments.</p> <p>The Office's policies regarding the case filing process have historically been in line with standard practices for vertical prosecution models. Several years ago, the Office strategically decided to have misdemeanor attorneys file cases. This approach allowed dedicated filing deputies to focus on felony cases. This approach also provided invaluable training opportunities for misdemeanor attorneys to utilize the skills they were developing in the courtroom by applying those skills to cases from inception.</p> <p>Between 2017 and 2019, the total number of cases presented to the Office declined by 6.5%. However, as shown in Figure 3 (District Attorney Case Filings and Budgeted FTEs), the total number of cases filed by the Office declined by 10%. This variance represents our Office's commitment to adhering to</p>	<p>The Office plans to maintain this structure through the COVID-19 pandemic.</p> <p>In order to sustain this recommendation long-term, additional funding is needed for 1.0 FTE DDA who will be dedicated to misdemeanor case filing.</p> <p>CEO Comment: <i>As above, the workload analysis should serve as the foundation for</i></p>	<p>Completed. Sustainability target completion goal is July 2021.</p>

		<p>consistent and rigorous filing standards. Our ethical duty requires us to consider each case on its individual merits. To establish more than general guidelines for filing decisions could result in potentially unjust results given the number of factors that must be considered.</p> <p>Beginning in the summer of 2020, the Office committed to identifying additional opportunities for diversion. In an effort to accomplish this goal, the Office hired a centralized misdemeanor filing deputy. This has provided greater consistency, streamlined the misdemeanor filing process, and allowed the Office to identify additional cases that are eligible for diversion.</p>	<p><i>determining future staffing requirements. Until a mutually agreed upon workload analysis has been completed, it will be challenging to make an accurate assessment of the staffing requirements</i></p>	
Discovery				
3.1	<p>Track discovery volume and processing time to acquire data-driven understanding of related workload</p> <ul style="list-style-type: none"> • Develop an enhanced understanding of the amount of time it takes to process and review evidence, as well as the size of the files received • Develop a strategy for identifying trends in evidence submission, and upcoming legislative and policy actions that will impact the volume of evidentiary submissions 	<p>Agree with comments.</p> <p>The Office agrees with the benefit of conducting a workload study to develop a more data-driven understanding of the amount of time it takes to process discovery.</p> <p>The Office is committed to leveraging technology to streamline the discovery process. Through this process, we hope to develop a more automated way to track discovery volume and complexity.</p>	<p>In order to track discovery volume and processing time, additional staffing is needed. The Office previously submitted an expansion request for 2.0 FTE LOPs to serve as lead discovery clerks.</p> <p>CEO Comment: <i>An analysis has been done with respect to this recommendation and it will be reviewed during the upcoming budget process.</i></p>	<p>The target completion goal is approximately 1.5 years.</p>
3.2	<p>Develop action plan to manage expected increases in the volume of digital discovery</p>	<p>Agree.</p> <p>The Office remains committed to continuously evaluating opportunities to create additional efficiencies in this area.</p> <p>The Office recognizes the need to further leverage on premise and cloud-based storage technology in order to develop a comprehensive and streamlined process for digital evidence management.</p>	<p>The Office currently relies upon physical storage devices such as CDs, DVDs, and USB.. Additional funding is needed to increase both on premise and cloud-based storage solutions. Additional funding is also</p>	<p>The Office is in the process of developing a comprehensive action plan to manage expected increases in the volume of digital discovery. The target completion goal is 1.5years.</p>

		<p>The Office remains committed to collaborating with County ICT to maximize the bandwidth allocation at all three geographical offices.</p>	<p>needed to ensure that each geographical location has gigabit internet, and that staff has more powerful computers to aide in the timely processing of digital discovery.</p> <p>The implementation of an enterprise cloud-based discovery management solution will require collaboration with and commitments from our criminal justice partners.</p>	
3.3	<p>Delegate processing of digital-media based discovery materials to nonsworn investigative technicians to more efficiently manage workload</p>	<p>Agree.</p> <p>The Office currently delegates the review of digital-media-based discovery materials to nonsworn investigative assistants (LOP Seniors) and LOPs to the greatest extent possible.</p>	<p>In order to further delegate processing of digital-media based discovery materials to nonsworn investigative technicians, additional investigative staffing is needed.</p> <p>In comparison to our benchmark counties, our Bureau of Investigations ranked among the lowest in terms of investigator to attorney ratio. When investigative staff is not available to review digital discovery materials, this task is completed by attorneys.</p>	<p>The target completion goal is approximately 1.5 years.</p>
3.4	<p>Develop standardized training for law enforcement and enhance outreach efforts</p>	<p>Agree with comments.</p> <p>The Office agrees that additional training for law enforcement is both helpful and needed. The Office continues to make a</p>	<p>Attorneys do not have the capacity to devote the time necessary to</p>	<p>The target completion goal is approximately 1.5 years.</p>

		<p>concerted effort to work with law enforcement on this issue. We have emphasized the need for law enforcement agencies to provide complete initial discovery. This will require continued close collaboration with law enforcement agencies.</p> <p>The Office does not file cases unless they meet evidentiary standards and can be proved beyond a reasonable doubt with available and admissible evidence.</p>	<p>accomplish this task.. In order to develop a comprehensive training program for law enforcement and further enhance outreach efforts, additional staffing is needed.</p> <p>CEO Comment: <i>The CEO's office will work with the department to ascertain if and how this can be accomplished with existing resources as a part of daily operations</i></p>	
Data-driven Decision Making				
4.1	<p>Develop and refresh SOPs and ensure adherence to standard processes</p> <ul style="list-style-type: none"> • Develop SOPs and ensure appropriate implementation to remedy inconsistent data entry • Assess opportunities to automate data entry to streamline LOP workload 	<p>Agree with comments.</p> <p>The Office recognizes the importance of SOPs and data integrity. The Office remains committed to continuous process improvement and data quality control management.</p> <p>The Office has taken numerous steps to remedy inconsistent data entry, and has made great strides in this area. In an effort to further ensure adherence to SOPs, the Office added a Legal Support Manager in 2017 to provided increased oversight and support to LOPs across all office locations. The Office also established a Quality Control Data Committee to continuously evaluate data integrity and reporting.</p> <p>The Office continues to hold quarterly department-wide LOP trainings to review and discuss SOPs. These trainings encourage staff engagement and promote continuous process improvement.</p> <p>Conversion to our new case management system will provide opportunities to achieve greater consistency with SOPs.</p> <p>The Office continuously looks for opportunities to automate data entry. In 2020, the Office moved to a fully-paperless case management process department-wide. This paperless initiative</p>	<p>The Office is currently in the process of moving to a new case management system. Implementation has been delayed due to ongoing vendor negotiations and the COVID-19 pandemic.</p>	<p>The target completion goal is approximately 2.5 years.</p> <p>The creation of one centralized guiding document for core case management system tasks is ongoing, with a target completion goal of 1.5 years.</p>

		<p>eliminates the need for LOPs to update notes in our case management system on behalf of their assigned attorneys.</p> <p>The Office remains focused on developing APIs to integrate our case management system with our criminal justice partners' data management systems</p>		
4.2	<p>Develop interim reporting solutions for key metrics to guide management decision-making</p>	<p>Agree.</p> <p>The Offices welcomes opportunities to enhance reporting solutions for key metrics.</p> <p>The Office has purchased a product called Power BI, which will allow our Office to visualize data through an automated Power BI dashboard. We are confident that this will further enhance our ability to analyze and present data to management in a meaningful way.</p>	<p>In order to more effectively evaluate data management within the Office, additional staffing is needed. We believe that a data analyst would be critical to our ability to fully accomplish this goal.</p> <p>CEO Comment: <i>The CEO's Office supports the need for a full-time data analyst. As above, this needs to be part of a more in-depth analysis as to the overall staffing requirements of the office and agreement on what key metrics would be reported on.</i></p>	<p>Our Office is currently in the process of implementing Power BI to further guide management decision-making. The target completion goal is 1 year.</p>
Performance Management				
5.0	<p>Strengthen performance measurement processes to enable regular evaluation of progress towards established targets</p> <ul style="list-style-type: none"> Develop comprehensive performance measures at the initiative and Office levels Utilize performance data to guide Office decision –making 	<p>Agree with comments.</p> <p>The Office agrees that additional performance measures may be useful.</p> <p>We have purchased a product called Power BI, which will allow our Office to visualize data through an automated Power BI dashboard. We are confident that this will further enhance our ability to analyze and present data to management in a meaningful way.</p>	<p>In order to continue the success of our current Supervising Attorney staffing model, additional funding will be needed beginning in Fiscal Year 2022-23.</p>	<p>Our Office is currently in the process of implementing Power BI to further guide management decision-making. The target completion goal is 1 year.</p>

	<ul style="list-style-type: none"> Develop a consistent, structured feedback loops for performance at the individual, team, and office-levels 	<p>We recognize that the Office could take a more data-driven approach to our feedback loop. In Fiscal Year 2019-20, we established a Supervising Attorney staffing structure to provide additional feedback and more formalized support to attorneys. We now have Supervising Attorneys in all office locations. In addition, senior attorneys continue to meet both formally and informally with junior and mid-level attorneys to provide mentorship and technical training. In addition to the annual EPR process, staff is encouraged to discuss challenges or ask questions. Supervisors and managers also hold routine team meetings and one-on-one check-ins with staff. Executive Staff meets twice a week, and North County/South County supervisors meet monthly. Department-wide management meetings have also been initiated.</p>	<p>CEO Comment: <i>The CEOs office will work with the department to understand prioritization of their stated funding needs</i></p>	<p>The Office is in the process of developing additional performance measures. The target completion goal is 1 year.</p>
<p>Initiative Management</p>				
6.1	<p>Develop a strategic roadmap for key initiatives to facilitate coordination, prioritization, and sequencing</p>	<p>Agree with most of the recommendation.</p> <p>The Office recognizes the need to prioritize and sequence key initiatives in order to effectuate successful implementation.</p> <p>The Office has completed strategic road maps for several key initiatives. The Office agrees that one overarching strategic roadmap would be beneficial. The Office is currently partnering with ICT and/or other County departments on several of our large IT initiatives such as our new case management system, CoreFTP, eDisclosure, and the Electronic Suspected Child Abuse Reporting System (eSCARS).</p> <p>The Office welcomes the opportunity to establish a felony diversion program. The Office plans to apply for a technical assistance grant from the Center for Core Innovations to assist with the planning and development of the felony diversion program.</p>	<p>The Office is currently in the process of moving to a new case management system. The felony diversion program will require a significant financial commitment. At present, a funding source has yet to be identified for this initiative.</p>	<p>The Office is in the process of developing a comprehensive strategic roadmap for key initiatives. The target completion goal is 1 year.</p>
6.2	<p>Expand outcome tracking for diversion programs</p>	<p>Agree with comments.</p> <p>The Office remains committed to enhancing our diversion programs and expanding outcome tracking. The Office continues to recommend cases for diversion where appropriate. The Office has taken several steps to enhance the utilization of existing diversion programs to the greatest extent possible. The Office is</p>	<p>The Office is currently working with our case management system vendor to develop viable options to more effectively track diversion outcomes.</p>	<p>Certain recommendations are currently underway and the anticipated completion date for expanded outcome tracking for diversion</p>

committed to requesting additional performance reports regarding the misdemeanor diversion program from the vendor on a routine basis.

The Office is committed to exploring additional diversion programs, such as the Neighborhood Court program that we are currently establishing in partnership with Second District Supervisor Gregg Hart's office.

The Office also welcomes the opportunity to establish a felony diversion program. The Office plans to apply for a technical assistance grant from the Center for Core Innovations to assist with the planning and development of the felony diversion program.

programs is approximately 1 year.