

Appendix B: Workload and Staffing

This appendix contains the analytical tools and charts referred to in Chapter 3, General Operations, of the District Attorney Review. The appendix is divided into three sections; (1) Attorney survey and Results, (2) Cross Jurisdictional Charts and Data, and (3) Support Staff Charts and Data.

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B(1). Attorney Survey and Results

- (a) **Original Survey—see following six pages**



CITY AND COUNTY OF SAN FRANCISCO
OFFICE OF THE CONTROLLER

Ed Harrington
Controller
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Deputy Controller

The Controller's Office is conducting a confidential survey regarding workload issues facing prosecutors in the District Attorney's Office. Survey responses will be presented to the department in the aggregate, without identifying individual information. The results will be used to improve operations of the office.

We encourage your thoughtfulness and candor in completing this questionnaire and appreciate the time that you will invest. Your responses will be anonymous. Unless otherwise instructed, please circle the answer that best fits your opinion or experience.

A. General Information

1. What unit are you assigned to work in?

Felony Juvenile Misdemeanor Career Criminal Domestic Violence
Gang Homicide Narcotics Sexual Assault

2. How many years of experience do you have as a prosecutor?

0-3 4-7 7-10 11-15 16-20 over 20 years

B. Caseload/Workload Information

3. How many open cases are you currently handling? (A case is defined as a "single charge or set of charges concerning a defendant in one court in one proceeding." In case of multiple defendants, each defendant counts as a case. In the case of MTR, that counts as one case as well.)

0 1-25 26-35 36-45 46-50 51-60 61-75 76-100
101-125 126-150 151-175 176-200 201-225 226-250 over 250

4. How many cases do you typically try each year (only include those cases that resulted in a verdict or a hung jury)? _____

5. Given your current caseload, your level of experience, and the type of cases you are handling, what number of cases do you believe is a reasonable number of open cases for you to be handling at any given time?

0-25	26-35	36-45	46-50	51-60	61-75	76-100
101-125	126-150	151-175	176-200	201-225	226-250	over 250

6. Are you experiencing a backlog of cases? If yes, how many? (“Backlog” is defined as cases that have been set more than once for preliminary hearing or jury trial and have been continued for any reason.)

Yes (_____ no. of cases) No

7. How many hours do you spend each week on average working on your cases or appearing in court? (Please include work at home and at the office, and exclude from estimate lunch hour and any regular work breaks that you take.)

Less than 30	31-40	41-50	51-60	61-70	71-80	over 80
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8. What percentage of your time on the average do you spend on the functions listed below. Please total 100%.

_____	%	Interviewing & meeting w/ victims
_____	%	Interviewing witnesses (police and civilian)
_____	%	Telephone time with victims and/or witnesses
_____	%	Performing casework at office/home
_____	%	Handling court calendars
_____	%	Waiting in court to have case called
_____	%	Performing secretarial tasks ¹
_____	%	Performing paralegal tasks ²
_____	%	Performing investigative tasks ³
_____	%	Participating in training/professional development
_____	%	Other, please specify: _____
100%		Total

¹ Secretarial tasks include: typing briefs, copying, arrest warrants, citations – 475, motions to revoke probation, informations, jury instructions, typing correspondence/memos, filings – 201, re-filings, and revisions.

² Paralegal tasks include: investigating and compiling case materials; interview witnesses; draft complaints, affidavits, motions; performs legal and statistical research required for litigation; analyzes dispositions, exhibits, and pleadings to extract facts; and assemble legal documents for use in preparing for trial.

³ Investigative tasks include: prepares reports on investigations; assist in evaluating cases for prosecution, prepares items of evidence; serves subpoenas, executes search warrants and warrants of arrest; assists in arranging, for the appearance of witnesses to present evidence; and participates in investigative work involving various types of criminal fraud.

9. On secretarial tasks, what percentage of your time on the average do you spend on the functions listed below. Please total 100%

_____	%	Typing briefs
_____	%	Copying
_____	%	Typing arrest warrants
_____	%	Typing citations - 475
_____	%	Typing Motions to Revoke Probation
_____	%	Typing jury instructions
_____	%	Typing correspondence or memos
_____	%	Filings - 201
_____	%	Re-filings
_____	%	Revisions
_____	%	Other, please specify: _____
100%		Total

10. On paralegal tasks, what percentage of your time on the average do you spend on the functions listed below. Please total 100%

_____	%	Investigating and compiling case materials
_____	%	Interviewing victims and/or witnesses
_____	%	Drafting complaints, affidavits, motions
_____	%	Performing legal and statistical research required for litigation
_____	%	Analyzing dispositions, exhibits, and pleadings to extract facts
_____	%	Assembling legal documents for use in preparing for trial
_____	%	Other, please specify: _____
100%		Total

11. Given the volume of cases you are working on and the time constraints you face, please indicate the degree to which you agree or disagree with the following statements:

	Strongly Agree	Agree	Disagree	Strongly Disagree
a. I have sufficient time to meet with my victims, interview them concerning the facts of their cases and answer any questions or concerns they have.				
b. I must pick and choose those cases for which I perform all of the legal work necessary.				
c. I am able to prosecute each case adequately.				
d. I was able to perform only cursory preparation of the cases I have handled in the last month that proceeded to jury trial.				
e. I had sufficient time to work the cases I have handled in the last month that did not proceed to jury trial.				
f. Of the cases that proceeded to jury trial, I had sufficient time to work on my cases.				
g. I believe that my current caseload is reasonable, and that I am able to perform all necessary work on my cases within working hours.				
h. I believe that my current caseload is reasonable, but I would like more time to work on my cases.				
i. I believe that my current caseload is unreasonable, and I am not able to properly represent clients to whom I have been assigned.				
j. I feel the current support staff is sufficient to meet my needs.				
k. I feel the current investigation staff is sufficient to meet my needs.				
l. I feel the current paralegal staff is sufficient to meet my needs.				

12. How would you rate your ability to perform the following tasks given your current caseload?

	Very Good	Good	Fair	Poor	Very Poor	
a. Interview & meet w/ victims	5	4	3	2	1	
b. Return victim's phone calls	5	4	3	2	1	
c. Organize case file	5	4	3	2	1	
d. Draft and file necessary legal motions	5	4	3	2	1	
e. Determine appropriate charges	5	4	3	2	1	
f. Prepare investigation request	5	4	3	2	1	
g. Perform necessary investigation	5	4	3	2	1	
h. Obtain necessary documents	5	4	3	2	1	
i. Subpoena witnesses for trial	5	4	3	2	1	N/A
j. Prepare cases for trial	5	4	3	2	1	N/A

13a) Do you think there should be a maximum caseload standard for each attorney?

Yes

No

13b) If not, why not?

_____ **not needed**
 _____ **needed, but it won't be adhered to**
 _____ **not appropriate**
 _____ **other, please specify** _____

14a) When cases are being assigned, do you think cases should be weighted based on the seriousness of the charges? (Case weighting is when attorneys are asked for their "strong educated guesses" about the relative time required to complete various tasks based on typical cases and charges to be found in any prosecutor's workload.)

Yes

No

14b) If not, why not?

_____ **not needed**
 _____ **needed, but it won't be adhered to**
 _____ **won't be weighted fairly**
 _____ **other, please specify** _____

15. How could support services be improved?

16. How could paralegal services be improved?

17. How could investigative services be improved?

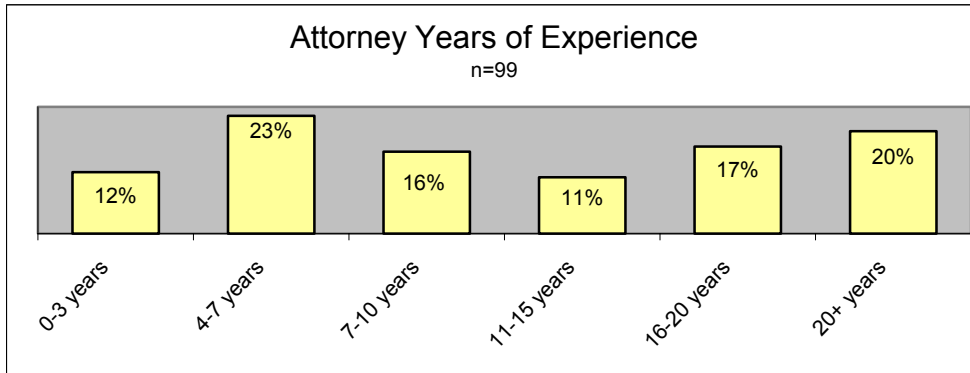
18. Please provide additional comments and/or suggestions:

Thanks again for participating in the survey. Please submit your completed survey in the sealed box near the mailboxes in the reception area at the District Attorney's Office by noon on Friday, February 13. If you wish to submit the survey earlier, please feel free to do so, we will be checking for responses frequently. If you have any questions, please call Linda Yeung at (415) 554-7124 or e-mail at linda.s.yeung@sfgov.org.

(b) Basic Survey Results

Question 1: 95% response rate (105 distributed; 100 returned). Representation came from almost all units (writs and appeals to felony).

Question 2: Good representation based on years of experience: 51% of respondents have 10 or less years; 28% have between 11 to 20 years; and 20% have over 20 years.



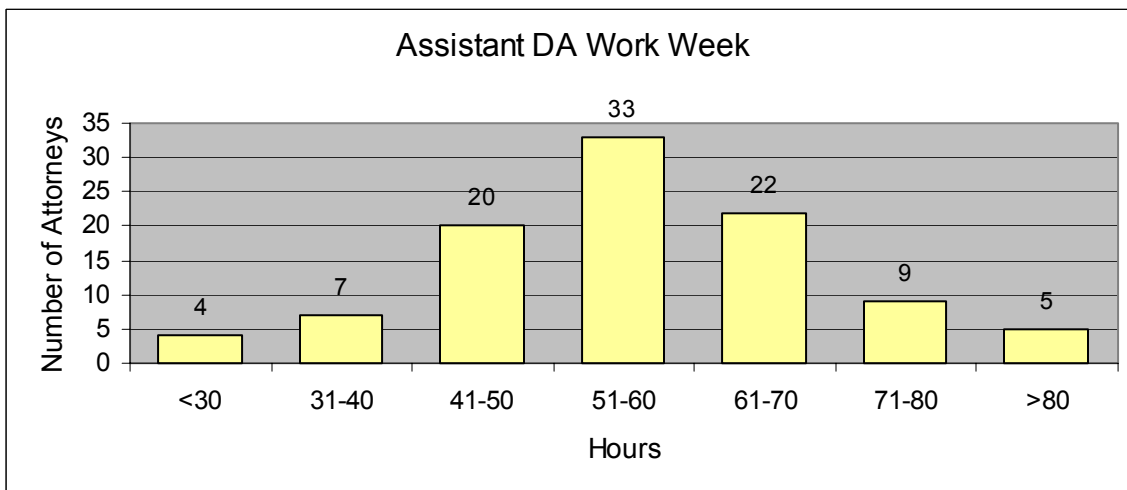
Question 3: 56% of respondents have less than 50 open cases. 17% have over 250 cases (respondents were in the misdemeanor and preliminary hearing units).

Question 4: 62% said they have tried 5 or less cases.

Question 5: 54% thinks 25 or less cases is a reasonable caseload. 7% think between 126-150 (probably the misdemeanor and preliminary hearing units) is reasonable.

Question 6: 89% were experiencing a backlog of cases. In terms of number of open cases, they were evenly split between under 10 (32%), 11-20 (25%), and 21-50 (26%).

Question 7: 89% were working over 40 hours. Of the 89%, 55% were working between 51-70 hours.



Question 8: Percentage of your time spent on the functions below, on average:

Interview Victims	Interview Witnesses	Telephone	Casework	Court Calendar	Waiting in Court	Investigative Tasks	Training	Other
6%	6%	7%	22%	16%	11%	9%	4%	23%

Question 9 - secretarial: 73% percent of the attorneys said they spend 10 percent or more of their day and 31 percent spend 20 percent or more of their day on secretarial tasks.

- The overwhelming majority of the secretarial duties performed by attorneys involved copying and writing briefs. Attorneys also spend significant amounts of time writing jury instructions and typing memorandums.

Question 10 - paralegal: 67% of the attorneys said they spend 10 percent or more of their day and 21 percent spend 20 percent or more of their day on paralegal tasks.

- The majority of paralegal duties performed by attorneys are investigating and compiling case materials, interviewing witnesses and/or victims, and assembling legal documents to prepare for trial. Attorneys spend significant amounts of time drafting complaints, affidavits, and motions; performing legal and statistical research for litigation; and analyzing dispositions, exhibits, and pleadings to extract facts.

Question 11: (1) Questions relating to whether the attorneys had sufficient time to handle cases and clients, generally dissatisfied, yet felt that they were adequately prosecuting the cases. (2) Similar question - attorneys felt that they had to pick and choose which cases to work on, because of time limitations. (3) Questions regarding caseloads – generally that it is unreasonable, but that if they had more time, the caseload would be reasonable. May point to how the office can run better with some of the non-legal functions being handed off to either secretaries and paralegals. (4) Questions regarding support services – strong agreement that support, paralegals and investigative services are insufficient.

Question 12: When asked how the attorneys rated his/her ability to perform certain tasks, they felt evenly about interviewing witnesses, drafting legal motions, obtaining documents, subpoenaing witnesses, performing investigations, and preparing for trials. They felt good about organizing case files, determining appropriate charges, returning victim's phone calls, and preparing investigation requests.

Question 13: 68% in favor of maximum caseload standards. For those who did not prefer it, they thought that it may be appropriate for some units and not for others, so it is worth investigating if management wants to make organizational changes.

Question 14: 83% in favor of cases being weighted on seriousness.

Question 15-18. See attachment with open-ended responses regarding improvements to support services, paralegal services, investigative services, and overall comments and/or suggestions.

B(2) Cross Jurisdictional Charts and Data

(a) Comparison of District Attorney's Offices: Staffing and Caseload

			San Francisco	Alameda	San Diego	Santa Clara
Attorneys	Total		110 (1)	160	295	205 (2)
	- Felony		81 (3)	81	Not Available	150 (4)
		- General Litigation	11	Not Available	Not Available	36
		- Special Prosecutions	11	Not Available	Not Available	23
		- Career Criminal Unit	2	2	3	10
		- Domestic Violence Unit	9 (5)	4	Family Protection Unit - 29	9
		- Gang Unit	5	2	18	5
		- Homicides Unit	5 (6)	11	Not Available	3
		- Narcotics Unit	11	2	18	17
		- Sexual Assault Unit	10	5	12	16
	- Misdemeanor		14 (7)	23	Not Available	16
	- Juvenile		6	11	Not Available	12
Investigators						
	#		53 (43 sworn & 10 non-sworn) (8)	94 (all sworn)	126 (all sworn)	104 (97 sworn & 7 non-sworn)
	ratio to attorneys		1:2	1:2	1:2	1:2
		#/Special Prosecution	1:1	Not Available	Not Available	Not Available
		#/Criminal Units	1:8	Not Available	Not Available	Not Available
Paralegals						
	#		19 (9)	4	100	24
		#/Felonies	8	Not Available	Not Available	Not Available
		#/Misdemeanors	9	Not Available	Not Available	Not Available
	ratio to attorneys		1:6	1:40	1:3	1:9
		#/Felonies	1:10	Not Available	Not Available	Not Available
		#/Misdemeanors	1:7	Not Available	Not Available	Not Available
Support Staff (secretarial/clerical)						
	#		20	89	67	117
		#/Felonies	10	Not Available	Not Available	Not Available
		#/Misdemeanors	10	Not Available	Not Available	Not Available
	ratio to attorneys		1:5	1:2	1:4	1:2
		#/Felonies	1:8	Not Available	Not Available	Not Available
		#/Misdemeanors	1:1	Not Available	Not Available	Not Available
Caseloads						
	# of cases annually (10)		22,882 (11)	34,564	48,955 (12)	37,641
	- Felony		8,918 (39%) (13)	8,625 (25%)	16,624 (34%)	9,235 (25%)
		- Career Criminal Unit	100	15	36 (we call this Major Violator Unit)	
		- Domestic Violence Unit	580 (14)	761	345 felony, 1034 misd	
		- Gang Unit	121	58	359 felony, 40 misd	

B(2) Cross Jurisdictional Charts and Data**(a) Comparison of District Attorney's Offices: Staffing and Caseload**

			San Francisco	Alameda	San Diego	Santa Clara
		- Homicides Unit	32	122	Not Available	
		- Narcotics Unit	4,830	720	1,748 felony, 110 misd	
		- Sexual Assault Unit	340	215	208 felony, 1 misd (we call this Sex Crimes and Stalking)	
		- Misdemeanor	12,122 (53%) (15)	23,409 (68%)	26,669 (22,546 straight misd & 4,123 misd17b-wobbler) (54%)	24,890 (66%)
		- Juvenile	1,842 (8%)	2,530 (7%)	5,662 (12%)	3,516 (9%)
		# of cases per attorney per year (16)			difficult to determine since attorneys are not assigned by type of case or even felony v. misd	
		- Felony	110	106		62
		- Career Criminal Unit	50	8		
		- Domestic Violence Unit	64 (17)	190		
		- Gang Unit	24	29		
		- Homicides Unit	6	11		
		- Narcotics Unit	483	360		
		- Sexual Assault Unit	38	43		
		- Misdemeanor	866	1,018		1,556
		- Juvenile	307	230		293
		# of cases per attorney at any point in time				Not Available
		- Felony				
		- Career Criminal Unit	37.5			
		- Domestic Violence Unit	50 (18)			
		- Gang Unit	27			
		- Homicides Unit	16			
		- Narcotics Unit	227			
		- Sexual Assault Unit	17			
		- Misdemeanor	340			
		- Juvenile	221			
Caseload Management						
	Is there a case management system?		Yes, but Damien has not been fully implemented	Yes, Dalite	Yes	Yes, CRIMES
	Is the office vertically integrated?		Only the homicide, sexual assault, domestic violence, career criminal units	Yes, sexual assault (child)	Only a few types of cases	Case management system handles cases from request for complaint till judgement.

B(2) Cross Jurisdictional Charts and Data

(a) Comparison of District Attorney's Offices: Staffing and Caseload

				San Francisco	Alameda	San Diego	Santa Clara
	How are cases assigned?			Up to each managing attorney	Supervisor of team assigns	It depends on the types of case and geography (where in the county) - assigned to a division (i.e. South Bay or narcotics)	Cases are assigned to the vertical team that handles that type of crime. Non-vertical cases are handled by batch process. Branch court non-vertical cases are batch processed.
	Does the office use weighted caseload standards?			No, but capacity exists under Damien.		No	None per se
Budget							
	General Fund			\$20 million	\$41.6 million	\$ 44.6 million	\$60.2 million (19)
	Grants			\$10 million	\$6.2 million	\$25.2 million	\$5.7 million
	Other revenue					\$39.7 million	\$4.8 million
	Total Current FY 2003/04			\$30 million	\$47.8 million	\$109.5 million	\$72.3 million (20)
Footnotes							
(1)	includes the following attorneys: 5 (Front Office); 1 (Grants); 2 (Law and Motion); and 1 (Psych Court) - currently on leave. In Santa Clara, there are 8 attorneys in Writs and Appeals compared to 2 in our Law and Motion.						
(2)	Three attorneys on leave.						
(3)	includes the following attorneys: 2 (Dept 22); 2 (Elder Abuse); 12 (Preliminary Hearing), 2 on leave; 1 attorney in Special Prosecution is on leave; and 2 (Welfare Fraud).						
(4)	includes the following attorneys: 2 (Elder Abuse); 11 (Preliminary Hearings); and 1 in Welfare Fraud.						
(5)	includes 3 attorneys that are currently on leave, but does not include the 4 attorneys who handle misdemeanors.						
(6)	one attorney on leave.						
(7)	includes 4 attorneys who handle misdemeanors in the Domestic Violence Unit.						
(8)	The 43 sworn investigators are assigned in the following units: 13 (Special Operations, one currently on leave); 9 (Welfare Fraud); 4 (Child Abduction); 2 (Youth Guidance Center); 1 (Computer Crimes Task Force); and 14 (Trial Prep). Non-sworn investigators are limited in the responsibilities that they can perform, for example, they cannot execute an arrest or search warrant nor issue subpoenas, but they do free a sworn investigator to perform peace officer related duties. The 10 non-sworn investigators are assigned to the following units: 3 (Welfare Fraud); 2 (Child Abduction); 3 (Bad Check Enforcement) and 2 (Trial Prep). Some of these positions are grant funded, therefore investigators are restricted to working in the special prosecution unit and cannot work in general criminal cases.						
(9)	does not include 1 paralegal in the Integrated Police Program that serves subpoenas, a function not performed by any other DA's offices.						
(10)	For comparison sake, total caseload equals felony, plus misdemeanor, plus juvenile cases.						
(11)	This number does not include (1) 24,498 cases that are not filed, (2) 1,000 sexual assault work that do not turn into cases and (3) 3,200 MTRs, 851.8, 1203.3 and 1203.4. When these are counted, total caseload equals \$1,580.						
	The 24,498 unfilled cases represent significant workload issues and DA offices in other jurisdictions do not have this responsibility since police departments typically perform this function.						
(12)	All stats are for calendar year 2003						
(13)	includes 3,287 felony rebookings						
(14)	does not include 900 misdemeanor Domestic Violence cases.						
(15)	includes 900 misdemeanor Domestic Violence cases.						
(16)	estimate of felony/misdemeanor/juvenile cases divided by felony/misdemeanor/juvenile attorneys.						
(17)	Typical caseload per attorney is 64, however because there are 3 attorneys on leave, current caseload is 97.						
(18)	The sources for the point in time information is Linda Klee for domestic violence numbers (includes felony cases only); Russ Giuntini for gang numbers; and the rest of the information is from CMS.						
(19)	Net County Cost						
(20)	Expenditures						

(b) Comparison of District Attorney's to Public Defender Offices: Staffing, Caseloads, and Budget

		San Francisco DA	San Francisco PD	Alameda DA	Alameda PD	San Diego DA	San Diego PD	Santa Clara DA	Santa Clara PD
Attorneys									
	Total	110	90	160	101	295	199	205	92
	- Felony	81	46	81			95	150	60
	- Misdemeanor	14	16	23			45	16	14
	- Juvenile	6	8	11			35	12	9
Investigators									
	#	53	16	94	19	126	44	104	27
	ratio to attorneys	1:2	1:6	1:2	1:5	1:2	1:3	1:2	1:3
	#/Special Prosecutions	1:1							
	#/Criminal Units	1:8							
Paralegals									
	#	19	10	4	0	100	23	24	25
	#/Felonies	8							
	#/Misdemeanors	9							
	ratio to attorneys	1:6	1:9	1:40	n/a	1:3	1:9	1:9	1:4
	#/Felonies	1:10							
	#/Misdemeanors	1:7							
Support Staff (secretarial/clerical)									
	#	20	20	89	45	67	66	117	38
	#/Felonies	10							
	#/Misdemeanors	10							
	ratio to attorneys	1:5	1:5	1:2	1:2	1:4	1:3	1:2	1:2
	#/Felonies	1:8							
	#/Misdemeanors	1:1							
Budget									
	general fund	\$20 million	\$16 million	\$41.6 million	\$29 million	\$ 44.6 million	\$39 million	\$60.2 million (1)	\$26 million
	grants	\$10 million		\$6.2 million		\$25.2 million		\$5.7 million	
	other revenue					\$39.7 million		\$4.8 million	
	Total Current FY 2003/04					\$109.5 million		\$72.3 million (2)	

(c) Legal Secretary Job Description Comparisons

Legal Secretary I or Equivalent Comparisons	SF DAT Secretarial Pool	SF DAT (YGC & SP)	Alameda Co DAT	San Diego Co DAT	Santa Clara Co DAT	SF Public Defender*	SF City Attorney
--All tasks & checkmarks below are for Legal Secretary I*	Legal Secretary I				Legal Secretary I	Clerks/Transcriber	
Position Title	Legal Secretary II	Legal Secretary I	Legal Secretary	Criminal Legal Secre	Legal Secretary II	Legal Secretary II	Legal Secretary I
DUTIES							
Transcriptions	X	X			X	X	
Type Legal Docs (pleadings, briefs, correspondence, subpoenas, contracts, complaints, word processing, etc)	X	X	X	X	X	X	X
Abstract Information into Legal Forms					X		
Maintain Case Files, Correspondence & Records		X	X	X	X	X	X
Screen & Assist Telephone Callers		X	X	X	X		X
KSA							
Legal Forms, Documents, & Terminology	X	X	X	X	X	X	X
Legal Office Procedures & Practices	X	X	X	X	X		X
Prepare Legal Documents	X	X	X	X	X	X	X
Organize & Maintain Detailed Legal Files & Records		X	X	X	X	X	X
Type 60 words per minute	X	X			X		X
Transcribe legal matters	X	X	X		X	X	X
Annual Salary (40 hr. work week)	\$49,998-\$60,762	\$49,998-\$60,762	\$37,518-\$44,538	\$33,904-\$44,054	\$43,139-\$52,102	\$39,156-\$47,502	\$49,998-\$60,762
--Lower classification salary is listed first	\$53,794-\$65,364				\$47,412-\$57,296	\$53,794-\$65,364	\$53,794-\$65,364
Legal Secretary I & II Overall Numbers	7 Leg Sec I 1 Leg Sec II	3	18	N/A	24	4 Sr. Clerk Typ/Transcriber 7 Leg Proc Clerks 2 Sr. Leg Proc Clerks 1 Leg Sec II	48 Leg Sec I 12 Leg Sec II
--Includes those found in Jurisdiction, Department, or Unit. SF has 2 additional Leg Sec I & 2 additional Leg Sec II that were not tracked here							
Other Duties--Beyond 1458 Job Description							
Schedule Attorney Calendar's for Meetings, etc.			X	X	X		
Compose Routine correspondence on case status/action			X	X	X		X
Check Legal Documents for Correctness & Completeness			X	X			X
Research Applicable Code Sections & review subject matter			X				
Maintain Control Records for activities as required including work received, status of work in progress, work completed, prepare statistical summaries of work activity			X				X
Operate Office Machines and devices	X	X	X	X	X	X	X
Separate and route incoming mail			X				
Extract appropriate data from large databases			X				
Compare references with Law Library to check citation accuracy				X	X		X
Maintain Law Books/Library		X			X		
Reads reports describing Legislation Affecting Legal Procedures					X		
Other KSAs--Beyond 1458 Job Description							
Business English usage			X				
Alphabetical and numerical sequences used in filing			X			X	X
Word processing/computer applications and techniques	X	X	X			X	X
Applicable practice terminology, statutes, and court rules			X				X
Plan and organize		X	X				X
Make decisions and use good judgment			X				X
Analyze and Problem Solve			X				
Work independently in the absence of specific instructions		X	X	X	X		X
Communicate effective orally and in writing			X	X			X
Compose correspondence independently			X	X			
Interpret and Apply Specific laws and ordinances					X		
Obtain information through interviewing					X		
Deal Tactfully with members of the public		X			X		X
Collect & provide info to courts, law enforcement & opposing legal parties		X		X			

Source and Notes:

Job descriptions are from various jurisdictions as well as follow-up phone conversations with representatives from each.

B(3) Support Staff Charts and Data

(a) Legal Secretary Internal Task Comparisons

1458--Legal Secretary I	Secretarial Pool	YGC	Special Prosecutions
POSITIONS	7	2	1
TASKS			
Morning Calendars/Rebooking	Daily	Daily (30%)	
Amended Compliance/Infos	Daily		Rarely
Arrest Warrants	Daily		Rarely
Briefs	Occasionally	Occasionally	Rarely
Citations - 475	Daily		
Correspondence/Memos	Occasionally	Occasionally	
Front Office/Switchboard	Rarely		
Fillings - 201	Daily		
Informations	Daily		
Jury Instructions	Occasionally	Occasionally	Rarely
Motions to Revoke (MTR) / Petitions	Daily	Occasionally	Rarely
Prescreens	Daily		
Refillings	Occasionally		Rarely
Revisions	Daily		Rarely
Special Assignments	Occasionally	Occasionally	Occasionally (15%)
Transcription	Occasionally	Daily	Daily (70%)
Other Legal Office Tasks			
Photocopying/Stamping/Shredding		Daily (25%)	Daily (4%)
Manage Own Schedule		Yes	Yes
File Cases & manage file system		Yes (7%)	
Subpoenas		Yes	
Distribute/Prepare Mail		Daily (3%)	Daily (10%)
Answer Phones/Greet Visitors/Take		Daily (10%)	Daily (1%)
Prepare Calendars for Office		Daily (25%)	
Office Management (supplies, timesheets, voicemail)		Daily	

Source and Notes:

Sandy Wong for Secretary Pool, James Strosnider for Special Prosecutions, and Felicia Johnson for Youth Guidance Center.

(b) **Legal Secretary Time Study & Tasks Covering January 26-30, 2004**

Legal Secretary Time Usage					
Legal Secretary Pool Tasks Jan 26-30, 2004	Com- plaints	Number of Charges	Unit Time Per Task	Total Minutes	% of Time
Complaints/Informations/ Prescreens/Rebooking	301	1024	15	4,515	33.0%
Amended Complaints/Infos*	5		20	100	0.7%
	Def.	Counts			
Arrest Warrants	11	71	50	550	4.0%
Brief	2		70	140	1.0%
Citations-475	125		0.8	100	0.7%
Filings	1		30	30	0.2%
Jury Instructions	4		45	180	1.3%
Motion to Revoke	45		10	450	3.3%
Transcriptions				4,260	31.1%
Interruptions				1,710	12.5%
Breaks				855	6.3%
Total				12,890	94.2% *

Note: *It is unclear where the remaining 6% of the time was used during this week. During most weeks, the number of Amended complaints and Jury Instructions would be slightly greater. Most likely the time was spent transcribing tapes.

(c) Transcription Cost Worksheet

WordJet Transcription Charges				
	Tape Time (minutes)	Time (minutes)	Charges (\$35 / hr)	Total Cost
WordJet	20	75	0.58	\$ 43.75
WordJet	90	345	0.58	\$ 201.25
WordJet	45	225	0.58	\$ 131.25
Average	52	215	0.58	125.42
Average Cost	Tape Time (minutes) 30	Translate Time (minutes) 125	Translation Time/Minute 4.2	Cost \$ 72.82

Note: It is difficult to track the time it takes to translate tapes because of differences in sound quality/volume, type of case, clarity of language, and use of slang. Other issues to consider outside of costs are confidentiality, response times, and overall quality.

Legal Secretary 1 Transcription Costs				
Unit	Tape Time (minutes)	Translate Time minutes	Charges* (\$35 / hr)	Total Cost
Pool	30	90	0.58	\$ 52.58
Pool	30	120	0.58	\$ 70.10
Pool	30	150	0.58	\$ 87.63
Pool	30	240	0.58	\$ 140.20
Pool	30	300	0.58	\$ 175.25
Pool	30	360	0.58	\$ 210.30
SP	30	360	0.58	\$ 210.30
SP	30	120	0.58	\$ 70.10
Average	30	218	0.58	127.06
Average Cost	Tape Time (minutes) 30	Translate Time (minutes) 218	Translation Time/Minute 7.3	Cost \$ 127.06

Transcriber Typist/Sr. Clerk*				
Unit	Tape Time (minutes)	Translate Time minutes	Charges* (\$27 / hr)	Total Cost
Pool	30	90	0.45	\$ 40.50
Pool	30	120	0.45	\$ 54.00
Pool	30	150	0.45	\$ 67.50
Pool	30	240	0.45	\$ 108.00
Pool	30	300	0.45	\$ 135.00
Pool	30	360	0.45	\$ 162.00
SP	30	360	0.45	\$ 162.00
SP	30	120	0.45	\$ 54.00
Average	30	218	0.45	97.88
Average Cost	Tape Time (minutes) 30	Translate Time (minutes) 218	Translation Time/Minute 7.3	Cost \$ 97.88

Sources & Notes:

Sandy Wong and James Strosnider provided unit numbers based on the amount of time it takes to translate both easy and difficult tapes without interruptions. Teresa Serata and Annalie Flores for DeskJet times based-on sample invoices.

*Legal Secretary I pay is \$29.21 hr. + 20% for benefits = \$35.05 hr.

*Transcriber Typist/Sr. Clerk pay is \$22.84 hr. + 20% for benefits = \$27.41 hr.

(d) Estimated Time Savings Post DAMION Implementation

Estimated Time Savings Post DAMION Implementation				
Legal Secretary I Common Tasks	Manual Time to Complete (minutes)	Time to Complete Using Damion (minutes)	Time Saved (minutes)	Time Saved (%)
Complaint Generation/Rebooking ¹	15	5	10	67%
Amended Complaints/Informations	20	2	18	90%
Arrest Warrants	50	15	35	70%
Jury Instructions	45	10	35	78%
Motions to Revoke (MTR) / Petitions	10	5	5	50%
Prescreens	15	5	10	67%
Refilings	15	2	13	87%
Revisions	15	2	13	87%
TOTAL	185	46	139	75%

¹ Estimated time to complete a complaint, information, or rebooking is based on a single complaint with three charges.

(e) Paralegal Job Description Comparisons 8173 Legal Assistant vs. 8132 DA's Investigative Assistant

8173 Legal Assistant / 8132 DA's Investigative Assistant*		P1--Homocide Unit
DUTIES		
Investigates, collects, compiles case materials and documentary evidence		X
Drafts Complaints, Affidavits, Motions, Interrogatories, & other pleadings		X
Interviews witnesses and assist attorneys at trial/criminal prosecution		X
Performs legal research & assists in preparation of contracts, leases, briefs & statistical research		X
Maintains tracking system for adjusting claims against the City, coordinates investigations & department review of claims		
Corresponds & communicates with attorneys, government agencies & the public		X
Analyzes depositions, exhibits, & pleadings to extract facts; may assemble exhibits, affidavits, & other legal documents		X
Interview citizens with complaints; observe legal conferences, proceedings & court room activities		X
Prepares reports on investigations; assists attorneys in evaluation of cases for prosecution; prepares evidence		
Participates in investigative work involving criminal and consumer fraud and embezzlement		
KSA		
Completion of a certified Paralegal Studies curriculum, or possession of AA with six months experience in a legal setting, or an equivalent combination of training & experience		
Possession of AA with two years experience within the criminal justice prosecution system or an equivalent combination of training and experience		X
Knowledge of legal procedures, terminology, and research		X
Knowledge of modern investigative techniques & methods and presenting and preparing evidence		
Speak & write effectively		X
Analyze legal problems		
Perform legal research with accuracy & initiative		
8173 Annual Salary \$52,494 - \$63,804		
8132 Annual Salary \$46,098 - \$56,056		

Source and Notes:

Job descriptions for 8173 and 8132 positions for duties.

* Dark grey with white lettering designates duties only for Legal Assistants and light grey designates duties only for DA Investigator Assistants

(f) **8173 Legal Assistant and 8132 DA's Investigative Assistant**
Actual Tasks Performed

Paralegal Actual & Admin Tasks	
Identified Tasks	Legal Secretary or Other Could Do
Discovery for New Cases	
1 Bate Stamping	X
2 Photocopying	X
3 Ordering CSI & Medical Examiner Files	X
4 Ordering crime scene photos & videos	X
5 Duplicating Videos and Tapes	X
6 Preparing Discovery Sheets & Labels	X
7 Prepare & Send Engstrom/Wheeler Material	
8 Entering information into Discovery database	X
9 Follow-Up to Orders & Additional Requests	X
Compiling Monthly Statistics	
10 Compiling Information from Databases	X
11 Tracking Case Dispositions & Assignments	X
Adding a Co-Defendant to a Case	
12 Prepare & Send Engstrom/Wheeler Material	
13 Photocopying	X
14 Duplicating Videos and Tapes	X
15 Entering information into Discovery database	X
Transcription Processing	
16 Request Approval for Transcription	X
17 Order Transcription	X
18 Coordinate WordJet Transcriptions with PDR	X
19 Entering information into database	X
20 Follow-Up to Orders	X
Assist Attorney's	
21 Photocopying	X
22 Rushes/Interruptions	X
23 Prepare Trial Boards/Evidence/Binders & Other Materials	
Filing	
24 Manage Case Files (storage, retrieval, archival, etc.)	X
25 File Cases	X
Court Calendars & System Processing	
26 Distribute Court Calendars	X
27 Manage Processed Calendars	
28 Discharge Data Entry	X
29 Supervise Data Entry & System Report Generation	
Miscellaneous Tasks	
30 Cover Front Desk/Respond to Public Inquiries	X
31 Moving Boxes/Furniture	X
32 Transcribing Tapes	X
33 1381 Demands for Speedy Trial	
34 Manage Law Library	
35 Administer Paperwork for Traffic Offender Program	
36 Research Prior Felonies	
Percentage of Tasks	75%

Source and Notes:

Conversations with Kurt Grimes & Carolina Reyes-Oak.

(g) Time Study/Tasks for 8132 in Homicide Unit

Tasks for 8132 DA's Investigative Assistant--P1*	Approx Time to do Task (hrs)	Occurrences Per Week	Total Hours to Complete	% of Week
Discovery for New Cases	11		22	47%
Bate Stamping	3	2	6	12.9%
Photocopying	1	2	2	4.3%
Ordering CSI & Medical Examiner Files	0.5	2	1	2.2%
Ordering crime scene photos & videos	0.5	2	1	2.2%
Duplicating Videos and Tapes	2	2	4	8.6%
Preparing Discovery Sheets & Labels	0.5	2	1	2.2%
Prepare & Send Engstrom/Wheeler Material	1	2	2	4.3%
Entering information into Discovery database	0.5	2	1	2.2%
Follow-Up to Orders & Additional Requests	2	2	4	8.6%
Compiling Monthly Statistics	2		4	9%
Compiling Information from Databases	1	2	2	4.3%
Tracking Case Dispositions & Assignments	1	2	2	4.3%
Adding a Co-Defendant to a Case	4.25		4.25	9%
Prepare & Send Engstrom/Wheeler Material	1	1	1	2.2%
Photocopying	1	1	1	2.2%
Duplicating Videos and Tapes	2	1	2	4.3%
Entering information into Discovery database	0.25	1	0.25	0.5%
Transcription Processing	3		6	13%
Request Approval for Transcription	0.5	2	1	2.2%
Order Transcription	0.5	2	1	2.2%
Coordinate WordJet Transcriptions with PDR	0.5	2	1	2.2%
Entering information into database	0.5	2	1	2.2%
Follow-Up to Orders	1	2	2	4.3%
Assist Attorney's	2.2		10.2	22%
Photocopying	0.5	5	2.5	5.4%
Rushes/Interruptions	1.5	5	7.5	16.1%
Prepare Trial Boards/Evidence/Binders & Other Materials	0.2	1	0.2	0.4%
TOTAL			46.45	100%

Source and Notes:

Carolina Reyes-Oak in the Homicide Unit provided the duties and time estimates.

*This information is based on an estimate of how long it takes to complete each task. The actual amount of time to complete each task and the number of occurrences per week both vary according to individual cases and the volume of work for a particular week.