



STAFFING THE PROSECUTOR'S OFFICE OF THE FUTURE

May 2023



NBP

Sponsored by:

KARPEL
FOUNDATION





Staffing the Prosecutor's Office of the Future

THE NATIONAL BEST PRACTICES COMMITTEE.....	1
ADMINISTRATIVE/MANAGEMENT POSITIONS.....	2
BUDGET AND OPERATIONS.....	2
<i>Administrative/Fiscal Oversight</i>	<i>2</i>
<i>Chief of Staff.....</i>	<i>2</i>
<i>Grant Oversight</i>	<i>3</i>
<i>Transition Oversight</i>	<i>3</i>
HIRING/EMPLOYEE PROGRAMS/HR	3
<i>Recruitment and Retention</i>	<i>3</i>
<i>Human Resources.....</i>	<i>3</i>
<i>Ombuds</i>	<i>3</i>
<i>Wellbeing</i>	<i>3</i>
<i>Training</i>	<i>3</i>
<i>Diversity, Equity, and Inclusion.....</i>	<i>3</i>
LEGAL	4
<i>Conviction and Sentence Review</i>	<i>4</i>
<i>Ethics</i>	<i>4</i>
<i>Professional Standards.....</i>	<i>4</i>
<i>Officer-Involved Offenses</i>	<i>4</i>
<i>Policy</i>	<i>4</i>
SAFETY.....	4
<i>Emergency/Safety Coordinator</i>	<i>4</i>
COMMUNITY RELATIONS	5
COMMUNICATIONS	5
<i>Public Information</i>	<i>5</i>
<i>Graphic Arts.....</i>	<i>5</i>
OUTREACH	5
<i>Community Outreach</i>	<i>5</i>
<i>Community Partnership Oversight</i>	<i>5</i>
<i>Volunteer Coordinator.....</i>	<i>5</i>
EVIDENCE, DISCOVERY & TRIAL SUPPORT.....	5
EVIDENCE	5
<i>Crime Analyst: Case-Specific.....</i>	<i>5</i>
<i>Crime Analyst: Technical</i>	<i>6</i>
<i>Digital Evidence Specialist</i>	<i>6</i>
<i>Laboratory Liaison.....</i>	<i>6</i>
DISCOVERY	6
<i>Discovery Coordinator</i>	<i>6</i>
DIGITAL MEDIA DISCOVERY SPECIALIST	6
TRIAL SUPPORT.....	6
<i>Graphic Arts.....</i>	<i>6</i>
<i>Paralegal</i>	<i>6</i>
<i>Victim Advocate with Social Work Degree</i>	<i>6</i>
<i>Witness Safety.....</i>	<i>7</i>



IT, CASE MANAGEMENT, AND DATA.....	7
<i>Information Technology Specialist</i>	<i>7</i>
<i>Applications Programmer and Support</i>	<i>7</i>
<i>Case Management System (CMS) Specialist.....</i>	<i>7</i>
<i>Crime Analyst - Data Analysis.....</i>	<i>7</i>
<i>Data Entry</i>	<i>7</i>
<i>Technical Support</i>	<i>7</i>
PREVENTION, DIVERSION, REHABILITATION, REENTRY, AND RESENTENCING	8
MANAGERS.....	8
<i>Diversion and Treatment.....</i>	<i>8</i>
SPECIALISTS	8
<i>Community Outreach Specialist with Lived Experience</i>	<i>8</i>
<i>Crime Prevention Specialist</i>	<i>8</i>
<i>Diversion, Treatment, and Resource Specialist with Social Work or Clinical Degree.....</i>	<i>8</i>
<i>Peer Support Specialist.....</i>	<i>8</i>
<i>Substance Abuse Recovery Specialist</i>	<i>8</i>
CRIME STRATEGY, ANALYSIS, AND RESEARCH	9
<i>Crime Strategy Unit Coordinator</i>	<i>9</i>
<i>Crime Analyst</i>	<i>9</i>
<i>Gun Violence Prevention</i>	<i>9</i>
<i>Crime-Type Specialist.....</i>	<i>9</i>
<i>Researcher.....</i>	<i>9</i>



THE NATIONAL BEST PRACTICES COMMITTEE

Prosecutors' Center for Excellence's National Best Practices Committee (NBP) brings prosecutors together to share ideas, discuss challenges, and develop guidance on today's prosecution best practices.

The NBP members are experienced prosecutors from large and small offices in 27 states. The committee meets on a regular basis to collaborate on creating a vision for the prosecutor office of the future.

The mission of the NBP is to improve the criminal justice system by providing support, guidance, and considerations for prosecutors. The NBP addresses the challenging issues impacting victims, witnesses, the accused, and the community. The guiding principles for NBP's work are a commitment to justice, integrity, ethics, fairness, and equity for all.

See our work at: [National Best Practices Committee Webpage.](#)



Staffing the Prosecutor's Office of the Future

The modern prosecutor's core duty remains the pursuit of justice. Nevertheless, the function has evolved and grown beyond prosecuting criminal offenses. The modern prosecutor serves as a public official, manager, convener, crime prevention strategist, community organizer, and innovator. A modern prosecutor's office therefore requires expanded capacities and skilled staff to meet these new priorities and obligations.

This paper details the jobs and tasks that may not have existed in the prosecution office of the past. These positions might be added in an individual office, shared by a group of offices through mutual agreement, or be attached to a state prosecution coordinator or association. Depending on the size of the community and resources of the office, these roles and their respective tasks may be performed by one or more employees as full-time positions. In offices that rely on a small core staff, these responsibilities may require rethinking or expanding the work of an existing employee. While some of these roles require legal expertise, others can be handled by staff with special education, training, life experience, or skills.

The goal of this list is to provide prosecutors with ideas for new positions or tasks that can enhance and improve their work. It can also serve as a conversation starter and blueprint for smaller offices, where heavy workloads are balanced against limited resources. Prosecutor offices will have to determine their community's needs and available resources to identify and advocate for the positions that address their priorities.

ADMINISTRATIVE/MANAGEMENT POSITIONS

BUDGET AND OPERATIONS

Administrative/Fiscal Oversight

Coordinates administrative functions, including budgeting and accounting, purchasing, payroll, operations, and provision of administrative services.

Chief of Staff

Coordinates the chief prosecutor's initiatives, oversees implementation, facilitates meetings inside and outside the office, may oversee human resources and manage



collaboration of office units to ensure consistency in the office culture, mission, and values.

Grant Oversight

Finds potential grants, writes grants, and monitors grants that are received.

Transition Oversight

Assists in transition planning for a new prosecutor, employee messaging and meetings, develops trainings to address new priorities, maintains positive relations with labor, and provides a conduit for concerns to executive leadership. This intermittent position may best be served by a trusted and well-liked manager or experienced employee with knowledge of the existing business practices and power structures.

HIRING/EMPLOYEE PROGRAMS/HR

Recruitment and Retention

Coordinates office recruiting and retention efforts in the office, including mentorship programs. This can include recruiting, training, supervising, and maintaining communication with interns. See [Recruiting the Gen Z Prosecutor, PCE](#).

Human Resources

Internal employee to provide HR services to all employees and handle elevated disciplinary issues.

Ombuds

Internal or external position that provides an alternative for internal dispute resolution outside of traditional HR.

Wellbeing

Coordinates wellbeing and peer-support programs within the prosecutor office. See [Prosecution Wellness Materials](#).

Training

Coordinates staff training and development using updated CLE-tracking software. Dependent on the size of the office, there may be different training specialists for attorneys, staff, and investigators.

Diversity, Equity, and Inclusion

Coordinates diversity, equity, and inclusion training and initiatives inside the office and outside the office with the community at large.



LEGAL

Conviction and Sentence Review

Coordinates conviction review program. Assesses claims of innocence and conducts sentence reviews. Assists with training and policies to prevent erroneous convictions in the future. See [Conviction Review Today: A Guide for Prosecutors, PCE](#).

Ethics

Advises, teaches, and supports an office-wide understanding and practice of ethical and professional conduct. May have oversight or maintenance of a *Brady* database for police and government witnesses. Assists attorneys in responding to allegations of misconduct and state bar reporting requirements.

Professional Standards

Evaluates adherence to office policy and procedures in all aspects of prosecution. Duties may involve reviewing investigations where no charges are filed or filed cases resulting in dismissal or acquittals. Gathers data through these reviews to inform office training needs and development of new standards, policies, and procedures.

Officer-Involved Offenses

Attorneys and investigators with training and expertise in analyzing criminal cases involving law enforcement, especially shootings while on duty.

Policy

Studies and prepares office policies and legislation. Proposes or assesses the suggested adoption, amendment, or elimination of legal policies and laws in accordance with local, state, and federal regulations and practical impacts of implementation. Coordinates with relevant stakeholders.

SAFETY

Emergency/Safety Coordinator

Responsible for facility security, emergency planning and supplies, threat assessments, cyber security, readiness for emergency situations, oversight of designated emergency response, and protocols. Develops emergency and communication plans with office leadership, including IT specialists. Collaborates on planning and joint response with other agencies in anticipation of an emergency.



COMMUNITY RELATIONS

COMMUNICATIONS

Public Information

Provides strategic support, promotes, and advances the elected prosecutor's vision by developing, implementing, and evaluating communications strategies and processes that engage staff, constituents, community partners, media, legislators, and other stakeholders. Prepares press releases and press conferences, manages social media, and writes newsletters and annual reports. See [Prosecutors and the Press: Ethical and Practical Guidance, PCE and PAAM](#).

Graphic Arts

Prepares presentations and publications that can be used in reporting to government officials, public education, and communication of office priorities. Assists with website maintenance.

OUTREACH

Community Outreach

Meets regularly with community members in the jurisdiction, acts as community liaison between the community, the office, and other law enforcement agencies. Collaborates with community advisory boards and facilitates meetings with prosecutors and community members. Staff with lived experience may fill this role.

Community Partnership Oversight

Develops, coordinates, and oversees community outreach strategy, including community advisory boards, community academies, crime prevention initiatives, community grants, and partnerships.

Volunteer Coordinator

Coordinates volunteer programs, including recruitment, hiring, training, scheduling, and assignments.

EVIDENCE, DISCOVERY & TRIAL SUPPORT

EVIDENCE

Crime Analyst: Case-Specific

Assists with analyzing digital evidence including cell phone downloads and social media in connection with a case or investigation. Works with the assigned attorney or investigator to gather digital evidence. Prepares presentations for court. See [The Prosecutor's Crime Analyst: An Essential Employee, PCE](#).



Crime Analyst: Technical

Assists with accessing digital evidence such as downloading cell phones, supports the use of technology in the courtroom, redacts digital evidence, converts digital evidence into usable formats, and manages the storage of digital evidence. See [The Prosecutor's Crime Analyst: An Essential Employee, PCE](#).

Digital Evidence Specialist

Lawyer, investigator, or staff member with expertise in locating, preserving, and authenticating digital evidence. Provides guidance for obtaining digital evidence from technology companies such as Google, Facebook, Amazon, and other internet application providers.

Laboratory Liaison

Lawyer with expertise in forensic matters who coordinates with the forensic laboratories on backlogs, new testing methods, Frye/Daubert hearings, and irregularities in the laboratory. The liaison trains staff on forensics and triages prosecutor requests to the laboratory. See [Forensic Triage: A Guide for Prosecutors, PCE](#), p. 15 - 17.

DISCOVERY

Discovery Coordinator

Staff responsible for gathering discoverable materials, including from the police and forensic laboratories. Arranges for scanning, pagination, documentation, redaction, and delivery to the defense.

DIGITAL MEDIA DISCOVERY SPECIALIST

Responsible for processing and storing a wide variety of digital media for discovery, while maintaining the integrity and security of data, and transmitting it to the defense.

TRIAL SUPPORT

Graphic Arts

Prepares presentations and exhibits for use in trial.

Paralegal

Responsible for managing trial schedules, preparing legal documents for attorney review, overseeing discovery, performing legal research, scheduling witnesses, and preparing presentations for hearings and trials. Can assist with conviction review.

Victim Advocate with Social Work Degree

Responsible for providing support and guidance to victim and witnesses of crime, maintaining contact information, and coordinating services. Some advocates can have special training in working with certain communities, survivors of violence or sexual



abuse, human trafficking victims, or victims with special needs. Where resources permit, services can be provided to victims and witnesses even if no arrest has been made.

Witness Safety

Attorney or investigator with expertise in encouraging witness cooperation and addressing witness intimidation. The attorney can be an expert on what may be redacted, security protocols for the courtroom, motions in limine to protect witnesses, safety in corrections, and developing witness intimidation cases. An investigator can specialize in assessing the risk of intimidation, investigate witness intimidation, and develop options for keeping a witness safe, including relocation. See [What You Can Do to Protect Your Witness, PCE](#).

IT, CASE MANAGEMENT, AND DATA

Information Technology Specialist

Plans, manages, and coordinates all prosecutor technology systems, including assessment of staff IT needs and support. Collaborates with senior management to create long term plans for the technical environment. Ensures that the delivery of IT services meets all applicable information security best practices and CJIS compliance standards. Protects the office against cyber-security threats.

Applications Programmer and Support

Responsible for basic systems designs and specifications and use of standard procedures and techniques to maintain, modify, and devise new or existing software application programs of moderate complexity and scope. Design, code, test, and support software.

Case Management System (CMS) Specialist

Oversees data entry into the CMS, guides CMS improvements, and training. Develops CMS reports and addresses electronic storage of digital evidence.

Crime Analyst - Data Analysis

Responsible for developing and presenting complex data analytics to meet organizational needs. Ability to oversee the office's data, create data dashboards, integrate data systems, and address storage of data. Create reports on crime trends, office initiatives, and organizational needs.

Data Entry

Oversees or coordinates data entry and auditing of data.

Technical Support

Responsible for performing computer systems administration and support tasks. Analyze, construct, document, test, maintain, troubleshoot, and support PC hardware,



operating systems, software applications, peripherals, and phones. Provide Help Desk support.

PREVENTION, DIVERSION, REHABILITATION, REENTRY, AND RESENTENCING

MANAGERS

Diversion and Treatment

Oversees diversion, deflection, and treatment programs. Coordinates with prosecutors, police, service providers, courts, and related agencies.

SPECIALISTS

Community Outreach Specialist with Lived Experience

A community member with lived experience dedicated to community outreach, reentry issues, and building relationships with groups that had not previously worked with the prosecutor.

Crime Prevention Specialist

Provides education to individuals and community groups on the effective use of crime prevention tools to reduce crime and stay safe. Provides key community stakeholders with statistical crime data to facilitate proactive efforts and coordinate with prosecutor community advisory boards.

Diversion, Treatment, and Resource Specialist with Social Work or Clinical Degree

Assesses diversion and treatment needs of defendants, victims, and witnesses. Coordinates services through community partners and treatment providers. Evaluates service providers. Advises prosecutors on mental health and substance abuse matters. Coordinates with specialty courts. Can assist with wellness programs for prosecutor staff.

Peer Support Specialist

Provides peer support to persons considering diversion or treatment, as well as those in treatment programs. The specialist can have lived experience with diversion or treatment. See [Seeking Justice and Solutions: A Prosecutor's Guide to Opioid Investigations, Part 4 - Staten Island District Attorney's office, PCE and Aequitas.](#)

Substance Abuse Recovery Specialist

Certified substance abuse counselor who provides strategic advice on programs and treatment support to individuals. May have lived experience as a person with a substance abuse disorder. See [Seeking Justice and Solutions: A Prosecutor's Guide to](#)



Opioid Investigations, Part 4 – Staten Island District Attorney’s Office, PCE and Aquitas

CRIME STRATEGY, ANALYSIS, AND RESEARCH

Crime Strategy Unit Coordinator

Coordinates with crime analysts and leads the office’s work on crime analysis and investigation. Works with police, prosecutors, and the community. See [The Problem Solving Prosecutor: Modern Variations on the Crime Strategies Unit, PCE](#).

Crime Analyst

Delivers comprehensive data analytics to support leadership in setting priorities, setting short and long-term goals, providing data to the public, and developing strategies to achieve program goals. See [The Prosecutor's Crime Analyst: An Essential Employee, PCE](#).

Gun Violence Prevention

Lawyer, investigator, or staff with expertise in gun-related matters such as NIBIN, group violence intervention projects, gunshot detection systems, and credible messengers. The liaison can coordinate with police, gun task forces, Crime Gun Intelligence Centers, Gun Stat programs, and community organizations working to prevent gun violence.

Crime-Type Specialist

Lawyer, investigator, or staff with expertise in child protection, human trafficking, identity theft, elder abuse, or other crimes, who coordinates and prioritizes efforts between law enforcement and the community to help increase awareness, reduce crime, or target specific offenders.

Researcher

Conducts research with office data and collaborates with other researchers and agencies on issues of importance to the office.