



NAVIGATING THE CHALLENGES OF STAFFING A MODERN PROSECUTOR OFFICE

May 2024



PCE





NAVIGATING THE CHALLENGES OF STAFFING A MODERN PROSECUTOR OFFICE	1
INTRODUCTION	1
THE NEW ROLES OF THE MODERN PROSECUTOR:	1
THE EXPANDING WORKLOAD OF PROSECUTORS	1
CURRENT STAFFING IN A PROSECUTOR OFFICE.....	2
STAFFING SHORTAGE.....	3
RECRUITING LAWYERS.....	4
<i>Internship and Fellowship Programs.....</i>	4
<i>Compensation and Benefits.....</i>	4
<i>Prosecutor as a Social Justice Professional – Pre-Law School Recruitment</i>	5
<i>Diversity and Inclusion Initiatives.....</i>	5
RECRUITING SUPPORT STAFF.....	5
<i>Targeted Recruitment Campaigns.....</i>	6
<i>Professional Development Opportunities</i>	6
<i>Flexible Work Arrangements.....</i>	6
PROSECUTOR JOBS FOR THE FUTURE.....	6
<i>Artificial Intelligence, Data Analysis and Technology</i>	7
<i>Community Engagement and Outreach</i>	7
<i>Diversion and Treatment</i>	7
CONCLUSION.....	7
APPENDIX A – NON-CASELOAD WORK.....	8
REVIEW OF CASES	8
SUPERVISORY TASKS	8
DEVELOPMENT AND IMPLEMENTATION OF ALTERNATIVE DISPOSITIONS AND SUPPORT INITIATIVES.....	9
HUMAN RESOURCE TASKS.....	9
TRAINING	9
POLICY TASKS.....	9
LAW ENFORCEMENT/LABORATORY COLLABORATION.....	10
COMMUNITY PARTNER COLLABORATION	10
PUBLIC PRESENTATIONS AND MEETINGS	10
DATA ANALYSIS	11
SAFETY AND WELLNESS	11
LEGISLATIVE TASKS	11
APPENDIX B – JOBS FOR A MODERN PROSECUTOR OFFICE	12
ADMINISTRATIVE/MANAGEMENT POSITIONS	12
<i>Budget and Operations</i>	12
Administrative/Fiscal Oversight.....	12
Chief of Staff.....	12



Grant Oversight.....	12
Transition Oversight	12
<i>Hiring/Employee Programs/HR.....</i>	<i>12</i>
Diversity, Equity, and Inclusion	12
Human Resources	12
Ombuds	12
Recruitment and Retention	13
Wellbeing	13
Training.....	13
LEGAL.....	13
<i>Conviction and Sentence Review</i>	<i>13</i>
<i>Ethics</i>	<i>13</i>
<i>Professional Standards</i>	<i>13</i>
<i>Officer-Involved Offenses.....</i>	<i>13</i>
<i>Policy.....</i>	<i>13</i>
SAFETY	14
<i>Emergency/Safety Coordinator.....</i>	<i>14</i>
COMMUNITY RELATIONS	14
<i>Communications</i>	<i>14</i>
Public Information	14
Graphic Arts	14
Outreach	14
<i>Community Outreach</i>	<i>14</i>
Community Partnership Oversight.....	14
Volunteer Coordinator	15
EVIDENCE, DISCOVERY & TRIAL SUPPORT	15
<i>Evidence.....</i>	<i>15</i>
Crime Analyst: Case-Specific.....	15
Crime Analyst: Technical.....	15
Digital Evidence Specialist	15
Laboratory Liaison	15
DISCOVERY.....	15
Discovery Coordinator	15
Digital Media Discovery Specialist.....	15
TRIAL SUPPORT.....	16
Graphic Arts	16
Paralegal	16
Victim Advocate with Social Work Degree.....	16
Witness Safety	16
IT, CASE MANAGEMENT, AND DATA.....	16
<i>Information Technology Specialist.....</i>	<i>16</i>
<i>Artificial Intelligence Specialist.....</i>	<i>16</i>



<i>Applications Programmer and Support</i>	17
<i>Case Management System (CMS) Specialist</i>	17
<i>Crime Analyst - Data Analysis</i>	17
<i>Data Entry</i>	17
<i>Technical Support</i>	17
PREVENTION, DIVERSION, REHABILITATION, REENTRY, AND RESENTENCING	17
<i>Managers</i>	17
Diversion and Treatment	17
<i>Specialists</i>	17
Community Outreach Specialist with Lived Experience	17
Crime Prevention Specialist	18
Diversion, Treatment, and Resource Specialist with Social Work or Clinical Degree	18
Peer Support Specialist.....	18
Substance Abuse Recovery Specialist	18
CRIME STRATEGY, ANALYSIS, AND RESEARCH.....	18
<i>Crime Strategy Unit Coordinator</i>	18
<i>Crime Analyst</i>	18
<i>Gun Violence Prevention</i>	19
<i>Crime-Type Specialist</i>	19
<i>Researcher</i>	19



ACKNOWLEDGEMENTS

This paper was written by Executive Director Kristine Hamann and Senior Attorney Sophia Roach, both of Prosecutors' Center for Excellence. Invaluable input was received from [members](#) of PCE's National Best Practices Committee.

This project was supported by Contract GS00F010CA/15PBJA21F00000040 awarded by the Bureau of Justice Assistance. The Bureau of Justice Assistance is a component of the Office of Justice Programs. Points of view or opinions in this document are those of the author and do not represent the official position or policies of the U.S. Department of Justice.



NAVIGATING THE CHALLENGES OF STAFFING A MODERN PROSECUTOR OFFICE

Introduction

In the dynamic landscape of modern law enforcement and criminal justice, prosecutor offices face unique challenges in staffing and recruitment. As the demand for justice evolves, so do the roles and responsibilities of those who serve within these offices. From legal experts to support staff, each position plays a vital role in upholding the principles of justice, integrity, and fairness. This paper explores the current staffing shortages faced by prosecutor offices, effective strategies for recruiting new lawyers and support staff, and the evolving job roles that will shape the future of prosecutor offices.

The New Roles of the Modern Prosecutor:

In addition to traditional responsibilities, modern prosecutors are embracing new roles and initiatives to address the evolving needs of their communities. These roles include problem solver, innovator, community partner, crime prevention strategist, service and treatment facilitator, conviction and sentence reviewer, and policy advocate.¹ By expanding their focus beyond traditional functions, prosecutors are playing a more proactive role in addressing systemic issues, promoting equity, and enhancing public safety.

The new approaches result in more work for the prosecutor office. Rather than merely being reactive to police arrests, a modern prosecutor is a problem-solver who looks not only to prove that a crime occurred, but to craft solutions to the root causes of crime. Both proving crime and seeking broader solutions that can reduce crime have become more complex and labor intensive over time.

The Expanding Workload of Prosecutors

The shortage of staff in prosecutor offices is a pressing issue that demands attention. Across the nation, prosecutor offices are grappling with high caseloads, limited resources, and increasing demands from stakeholders and the community.

¹ The New Roles of the Modern Prosecutor, NBP (2023) at <https://pccinc.org/the-new-roles-of-the-modern-prosecutor/> (last visited April 8, 2024.)



Prosecutor workloads are negatively impacted by the swiftly increasing complexity and depth of the typical criminal investigation. Every significant criminal investigation includes some combination of cell phone records, body-worn camera footage, social media searches, jail calls, computer analysis, surveillance videos, license plate readers, and forensic evidence (e.g., ballistics, DNA, and fingerprints). Much of this evidence did not exist two decades ago and in the last decade the volume of this evidence has grown dramatically. There is also an important realization of the trauma suffered by victims and witnesses that must be addressed.

Modern prosecutors have many duties not directly tied to a case and is thus not part of any caseload or workload analysis. The office's resources are stretched further by their participation in the worthy goal of preventing crime through community partnerships, treatment and diversion programs, and education initiatives. See Appendix A for list of non-case related work. Funding for these evolving and critical components of a modern prosecutor's responsibilities is inadequate and sometimes non-existent.

Evolving legislation and judicial mandates have increased the procedural demands on a prosecutor. Some statutory initiatives and court decisions have created unfunded mandates that put additional pressures on a prosecutor office.

As a result, many offices find themselves understaffed and overburdened, compromising the quality of justice delivered and the well-being of staff members.²

Current Staffing in a Prosecutor Office

Employment for all attorneys is anticipated to grow by 8% in the decade between 2022 and 2032.³ In contrast law school admissions remain stagnant after an unusual rise in 2021.⁴ Thus demand for lawyers in all sectors will be intense. This reality is particularly difficult for prosecutors as their jobs pay substantially less than the average salary of lawyers and the job is more demanding and emotionally taxing than most legal positions.⁵ Increasing the challenge is the reality that experienced

² The Prosecutor Vacancy Crisis, William and Mary Law School, Adam Gershowitz (2024)

³ Bureau of Labor Statistics, U.S. Department of Labor, Occupational Outlook Handbook, Lawyers, at <https://www.bls.gov/ooh/legal/lawyers.htm> (visited April 8, 2024).

⁴ Spivey Consulting, 2023-2024 Law School Application Cycle Data Update, at <https://www.spiveyconsulting.com/blog-post/2023-24-data-update/> (visited April 8, 2024).

⁵ According to the Bureau of Labor Statistics Occupational Outlook Handbook for Lawyers, the annual median pay for lawyers is \$135,740, while a recent study by the Association of Prosecuting Attorneys found non-supervisory prosecutors in its surveyed regions was under \$70,000 per year. Association of Prosecuting Attorneys, Prosecutor Workplace and Compensation Study: Report of Findings, at <https://www.apainc.org/wp-content/uploads/2021/11/Lafayette-APA-Prosecutor-Workplace-Study-1.pdf> (visited April 8, 2024).



prosecutors are leaving offices at a rate previously unknown within the profession.⁶ Prosecution offices across the nation have been raising grave concerns about the drop in applications and increase in attrition.

The last comprehensive study of prosecution staffing was conducted by the Bureau of Labor Statistics in 2007.⁷ It revealed that prosecution offices carried an average of 94 felony cases per prosecuting attorney on staff. In a 2018 the Prosecutors' Center for Excellence conducted a staffing and caseload survey of over 600 prosecution offices. Of the 455 offices who reported felony caseloads, the average number of cases per prosecutor was 95, a slight increase from 2007. In the most recent prosecutor workplace study, which surveyed 31 offices, caseloads soared after 2020, with 2023 caseloads of felonies and misdemeanors reported at a rate of 175 per prosecuting attorney.⁸

While rising caseloads and reduced staff have contributed to backlogs, the problem has been further exacerbated by the changing nature of prosecution evidence and the incredible volume of digital data that now accompanies even the simplest of cases.⁹

There is little current data on prosecutor offices. There is a critical need for research on prosecutor staffing, caseloads and workloads in order to assess the resources needed by modern prosecutors.

Staffing Shortage

Prosecutors across the nation are facing a staffing shortage. This is chronicled in a recent law review article entitled “The Prosecutor Vacancy Crisis”. The following quote sums up the problem:

“There is a prosecutor vacancy crisis in the United States. Prosecutors are quitting in droves and there are few applicants to replace them. In Houston and Los Angeles, more than 15% of prosecutor positions are open. In Detroit, the vacancy rate exceeds 20%. In Alameda, 25% of prosecutor positions are empty. And in Miami, a staggering 33% of prosecutor positions are unfilled. The situation is equally dire in many large and small counties across the nation.”¹⁰

⁶ The Prosecutor Vacancy Crisis, *supra*.

⁷ Bureau of Labor Statistics, U.S. Department of Labor, Prosecutors in State Courts, 2007 - Statistical Tables, at <https://bjs.ojp.gov/content/pub/pdf/psc07st.pdf> (visited April 8, 2024).

⁸ The APA study cited in footnote 5 above, did not distinguish between felony and misdemeanor prosecutors, which by itself could account for some variation in the figures.

⁹ Prosecutors' Center for Excellence, Discussing Sufficiency in Caseloads, at <https://pccinc.org/caseloads-case-weights-from-homicide-to-drugs/> (last visited April 8, 2024).

¹⁰ The Prosecutor Vacancy Crisis, *supra*.



Prosecutors are also confronted by a shortage of support staff such as clerks, victim advocates, paralegals, and IT managers. Increasingly the work of a prosecutor office relies on its support staff for work ranging from data entry to sophisticated data analysis. This not only affects the efficiency of case processing but also undermines the ability of offices to adapt to emerging challenges and implementing innovative solutions.

Recruiting Lawyers

Overarching the issues of increased work in a prosecutor office is the public's distrust of law enforcement and prosecutors that has been simmering over the past decade. It is believed that this is one cause of the significant drop in applications to prosecutor offices. One mid-sized office in Michigan reported that they had only 3 applications for a prosecutor position, whereas in the past they would have 40 applications. PCE has heard similar stories from large metropolitan offices to rural offices.

Considering the reduced applications, prosecutors must take a different approach. Recruiting new lawyers to prosecutor offices requires a multifaceted approach that addresses the unique needs and motivations of legal professionals. To attract top talent, prosecutor offices must emphasize the opportunity for meaningful work, professional growth, and a commitment to public service. Here are some strategies to consider:

Internship and Fellowship Programs

Establishing internship and fellowship programs allows prosecutor offices to engage with law students and recent graduates, providing them with hands-on experience and mentorship opportunities. These programs serve as pipelines for talent, allowing offices to identify promising candidates early on and to cultivate long-term relationships.¹¹

Compensation and Benefits

Offering competitive salaries and comprehensive benefits packages is essential for attracting and retaining top legal talent. Though prosecutors cannot compete with the salaries of private practice, they often have pension and health insurance benefits that are attractive. Additionally, providing guidance for tuition reimbursement and

¹¹ Innovations In Internships, PCE (2022) at <https://pceinc.org/topic/innovations-blog/recruitment-and-retention/> (last visited April 8, 2024.)



opportunities for professional development, and leadership training, can further incentivize candidates to join and stay with the office.¹²

Prosecutor as a Social Justice Professional – Pre-Law School Recruitment

Modern prosecutors have evolved significantly and now embrace crime prevention, treatment, diversion, and innovative programs to benefit their communities. Thus, recruitment efforts should be aimed at the new idealistic and socially conscious workforce. This can be achieved by highlighting the prosecutors' role as a social justice professional whose responsibility for public safety extends far beyond traditional criminal prosecution.

To effectively transform perceptions of prosecution work, offices can engage in early educational outreach in middle schools and high schools. Prosecutors make excellent guest speakers who can give real life meaning to the Bill of Rights, jury service, and community service. This is a long-term recruitment plan that can also include student citizen academies and increased student intern and volunteer opportunities.

Though not currently in place, prosecutors can also sponsor the development of local and national prosecutor clubs at the high school and college level. These clubs can educate and inspire interest among students and provide structured preparation for a career in prosecution through fun activities and mentorship.

Diversity and Inclusion Initiatives

Promoting diversity and inclusion within prosecutor offices is not only a moral imperative but also an important advantage that brings new perspectives to the office. By actively recruiting and supporting lawyers from diverse backgrounds, prosecutor offices can enhance their capacity to serve diverse communities and build trust with stakeholders. Suggestions include reaching out to historically black and Hispanic serving educational institutions and affinity groups in Bar Associations.

Recruiting Support Staff

While lawyers play a central role in prosecutor offices, non-lawyers and support staff are equally indispensable in ensuring the smooth functioning of operations. From paralegals and investigators to administrative assistants and IT specialists, these professionals provide essential services that enable prosecutors to focus on their core

¹² Recruiting the Gen Z Prosecutor, PCE (2023) at <https://pceinc.org/recruiting-the-gen-z-prosecutor/> (last visited April 8, 2024).



responsibilities. Recruiting and retaining support staff requires a strategic approach that recognizes the unique skills and expertise they bring to the table. Here are some strategies to consider:

Targeted Recruitment Campaigns

Tailoring recruitment efforts to specific demographics and skill sets can help prosecutor offices attract candidates with the right qualifications and experience. Whether through job fairs, online platforms, or targeted advertising, offices should leverage multiple channels to reach potential candidates and highlight the opportunities for career advancement and professional development.

Professional Development Opportunities

Investing in the professional development of support staff is crucial for employee retention and job satisfaction. Providing access to training programs, certifications, and skill-building workshops not only enhances the capabilities of staff members but also demonstrates the office's commitment to their growth and success.

Flexible Work Arrangements

Offering flexible work arrangements, such as remote work options and alternative schedules, can appeal to candidates seeking greater work-life balance and flexibility. By accommodating the diverse needs and preferences of support staff, prosecutor offices can create a more inclusive and supportive work environment.

Prosecutor Jobs for 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.

Some jobs and tasks may not have existed in the prosecution office of the past. These new types of 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. See Appendix B for a full list of new types of jobs needed in a prosecutor office. Here are some key areas:

Artificial Intelligence, Data Analysis and Technology

Artificial intelligence will inevitably become a standard tool for prosecutors. However, a staff member devoted to developing the use of artificial intelligence, both practically and ethically, is essential. Similarly, with the increasing reliance on data-driven decision-making and the exploding amount of critical digital evidence, prosecutor offices need skilled professionals who can analyze complex data sets, conduct digital forensics investigations, and leverage technology to enhance case management and trial preparation.

Community Engagement and Outreach

Building trust and collaboration with communities is essential for effective law enforcement and crime prevention. Community outreach coordinators and victim advocates play a crucial role in fostering positive relationships, addressing community concerns, and ensuring that the voices of victims and witnesses are heard and respected.

Diversion and Treatment

Modern prosecutors are committed to various forms of diversion and treatment that address the root causes of crime. However, lawyers usually do not have training on these issues. Diversion and treatment specialists, who are sometimes social workers, will become an essential part of the prosecutor's office.

Conclusion

As prosecutor offices navigate the challenges of staffing and recruitment, it is imperative to research the need for prosecutor resources so they can adopt a proactive and strategic approach that aligns with the evolving needs of the criminal justice system. By embracing innovation, encouraging diversity, and investing in professional development, prosecutor offices can attract and retain top talent and build a workforce that is equipped to meet the demands of the future. With the right resources prosecutors can uphold the principles of justice and fairness and ensure that prosecutor offices remain at the forefront of advancing public safety and serving the needs of our communities.



APPENDIX A – NON-CASELOAD WORK

Prosecutors have many tasks that are not reflected in caseload counts but are nevertheless essential to a modern prosecutor office. In some offices there are prosecutors with no caseloads as they are focused on one or more of the tasks below. In other offices, prosecutors must find time for these tasks in addition to their caseloads.

Review of Cases

- Pre-charging review of cases not filed or declined.
- Long-term investigations that may not result in charges.
- On-call advice; investigative assistance
- Search warrant duty
- Post-conviction investigations

Supervisory Tasks

- Administrative Tasks
 - Time keeping and approvals
 - Budget formulation and requests
 - Budget management
 - Facilities management
 - Performance evaluations
 - Grant writing and reporting
 - Sunshine law/open-records requests
 - Adaptation to legislative reforms
- Case Supervision
 - Case assignment
 - Charging review
 - Caseload tracking
 - Task assignments and tracking
 - Evidence review
 - Victim/witness contact
 - Legal guidance
 - Approval of legal documents
 - Trial guidance
 - Offer and disposition conferences with defense
 - Wiretap oversight



- Informant oversight
- Ethics advice and training

Development and Implementation of Alternative Dispositions and Support Initiatives

- Research, create and implement diversion programs.
- Violence prevention program development and implementation.
- Obtain training and expertise for implementing restorative programming.
- Developing and supporting services and treatment related to domestic violence, child abuse and mental health.
- Developing and supporting treatment programs
- Advocating and supporting social services programs.
- Reentry programs

Human Resource Tasks

- Recruitment
- Hiring
- Transfers
- Promotions
- DEI Programming
- Mentoring
- HR Investigations
- Discipline
- Termination

Training

- Onboarding of new staff
- Legal updates (internal)
- Legal updates (law enforcement)
- Administrative and technical updates
- Research, preparation, and teaching (internal)
- Research, preparation, and teaching (external)

Policy Tasks

- Internal policy development, review, and implementation



- External policy development and review with law enforcement and forensic laboratories
- Local government guidance
- National or state policy committees

Law Enforcement/Laboratory Collaboration

- Task Force participation
- Law enforcement liaison
- Forensic laboratory liaison
- Call-ins and violence reduction initiatives
- Fatality reviews (domestic violence, child abuse, officer involved fatalities)
- Legal trainings for law enforcement and laboratory staff

Community Partner Collaboration

- Subject Specific Working Groups
 - Opioids/Drug Use and Trafficking
 - Human trafficking
 - Gang violence
 - Gun crimes
 - Partner abuse
 - Child abuse/death
 - Sex crimes
 - School safety
- Community Outreach Programs
 - Community advisory boards
 - Affinity groups
 - Clergy groups
- Education programs
 - Citizen Academies
 - School programs
- Recreation Programs
 - Sports programs
 - Community fun events

Public Presentations and Meetings

- Interviews/press releases
- Communication with the media



- Bar Associations
- Business organizations
- Law schools and colleges
- Elementary, middle, and high schools
- Community groups
- Government agencies

Data Analysis

- Data collection
- Data analysis
- Regular data review for
 - Crime trends
 - Diversion acceptance and outcomes
 - Sentencing/treatment outcomes
 - Equity
 - Case assignments
 - Training needs

Safety and Wellness

- Witness protection and cooperation initiatives
- Crisis management
- Cybersecurity
- Staff protection; protests
- Peer support
- Wellness program development

Legislative Tasks

- Legal research
- Drafting
- Lobbying
- Public presentations to elected officials



APPENDIX B – JOBS FOR A MODERN PROSECUTOR OFFICE

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

Diversity, Equity, and Inclusion

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

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.



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.](#)

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.

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.

Artificial Intelligence Specialist

Is familiar with all forms of artificial intelligence (AI) and can train staff, legal and non-legal, on the appropriate use of AI.



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 Aequitas](#)

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.