



# OFFICE OF THE RIVERSIDE COUNTY DISTRICT ATTORNEY



## 2015 YEAR-END REPORT





The District Attorney of Riverside County, as the public prosecutor acting on behalf of the People, vigorously enforces the law, pursues the truth, and safeguards the rights of all to ensure that justice is done on behalf of our community.

The District Attorney works with every component of the criminal justice system to protect the innocent, to convict and appropriately punish the guilty, and to protect the rights of victims.

The District Attorney also works within our community to prevent and deter crime and to promote public safety, now and for future generations.

The District Attorney fulfills these critical responsibilities through the efforts of the employees of the District Attorney's Office, and each employee is integral to achieving this mission. To that end, we, the employees of the Riverside County District Attorney's Office, will adopt the highest standards of ethical behavior and professionalism and proudly commit ourselves to the following core values in the performance of our duties: Integrity, Respect, Quality, Loyalty, Teamwork, Partnership, Innovation, Fairness, and Service.





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## MESSAGE FROM THE DISTRICT ATTORNEY

When I was sworn in as your elected District Attorney on January 5, 2015, I committed my administration and our Office to a renewed vision. This vision must be one of stability and loyalty to the public trust, enhanced prosecutorial functions and community outreach consistent with our core values and public safety mission, an organizational restructuring that applies innovative prosecution approaches and boosts efficiency to promote the cause of public safety, and the implementation of modernization strategies to maximize technological productivity and reduce costs to the People we serve. To this end, we set goals and identified seven office priorities:

- Adoption of an Integrated Trial Team prosecution model to increase efficiency and collaboration;
- Creation of a countywide Criminal Filing and Early Disposition Unit staffed with experienced senior level prosecutors to enhance the quality of our criminal filings and promote the earlier disposition of cases;
- Creation of a countywide Career Prosecutors Unit for comprehensive skills and ethics training of new prosecutors during the critical first two years of practice, with ongoing career development through the revamped countywide Training Unit;
- Expansion of our existing countywide Training Unit to include a state-of-the-art interactive courtroom advocacy and leadership training program for attorneys of all experience levels, heightened educational programs for other disciplines within the office, and collaborative trainings with our Riverside County law enforcement partners from a budget consisting of outside funding with no additional cost to taxpayers;
- Creation of a countywide Crime Prevention Unit to implement proactive community-based outreach strategies that reduce recidivism and positively impact future public safety in our neighborhoods, schools, and communities;
- Creation of a countywide Organized Crime Unit to develop and foster greater partnership and collaboration with existing local, state and federal prosecutorial and law enforcement agencies and taskforces to combat the surge of human-trafficking and child pornography organizations, criminal street gangs, and drug-trafficking organizations; and
- Replacement of our outdated 1998 case management system by 2017 at no cost to the taxpayers, and to modernize our existing technology to digitize and streamline the filing and discovery processes to reduce costs.

Photo courtesy of The Press Enterprise/PE.com

Throughout this past year, our District Attorney employees have worked tirelessly to implement these goals and realize the renewed vision for our Office. Because of their hard work, I am pleased to report that, within the first year alone, we have already accomplished the first five of seven goals, are approaching completion of the sixth, and are on target to meet or exceed the projected completion date on the seventh.

In the midst of achieving these goals, we faced significant challenges brought about by the most sweeping changes to our criminal justice system in California history, including the reduction of 22 felonies to misdemeanors as a result of the November 2014 passage of Proposition 47, the continued implementation of the voter-approved modification to the Three Strikes Law brought about by Proposition 36, and the persistent aftershocks of the Public Safety Realignment Act, which mandated that thousands of felons serve their sentences in our already-overcrowded county jails instead of state prison. Jail overcrowding and the decreased deterrent effect of traditional sentencing, coupled with the high costs of incarceration, demanded new approaches to achieving our core public safety mission of crime prevention and reduction.

The District Attorney's Office is meeting these challenges head-on. In addition to bolstering our traditional suppression methods of prosecution and punishment, we are using highly successful collaborative courts such as Veterans Court and Mental Health Court to address the root causes of criminal behavior, while still holding offenders accountable in order to prevent new crimes and protect public safety. Within our communities, the Crime Prevention Unit is working proactively to prevent criminality in our youth and at-risk populations, including a nationally recognized program to reduce youth gang-violence and delinquency.

In 2016, Riverside County District Attorney's Anti-Crime Initiative will expand upon these efforts and employ unconventional, multi-disciplinary methods to reduce recidivism, address homelessness, shut down human traffickers, and implement innovative crime prevention programs.

The accomplishments we have already made, as well as the efforts to achieve our future goals, would not be possible without the hard work and dedication of the people who diligently serve this county every day at the Riverside County District Attorney's Office.

I am honored to serve as the 15th elected District Attorney of Riverside County. I embrace the challenges ahead and I look forward to building upon our successes in the coming years to ensure that justice is achieved on behalf of our community.



*Michael Nestor*



**INDUCTION CEREMONY, JANUARY 5, 2015**



## THE CREATION OF THE **INTEGRATED TRIAL TEAMS**

To achieve our renewed vision, we needed to boost collaboration and achieve greater effectiveness within the organizational structure. Basically, we needed to change the way we worked and communicated. To do so, we implemented an Integrated Trial Team model of prosecution, first with our Eastern Region (Indio Office) in February 2015, then with our Western Region (Riverside Office) in October 2015, and finally with our Southwest/Mid-County Region (Murrieta and Banning Offices) in January 2016. This model physically groups attorneys, investigators, victim-service advocates, and non-attorney support personnel into specialized teams who collaboratively prosecute assigned cases from start to finish.

The purpose for this major change in organization structure was to rebuild a common goal mind-set among all personnel and to guarantee the free flow of information and expertise across our many divisions, departments, and units. When staff no longer work or act independently of one another, we unify purpose, increase employee motivation and personal investment, while simultaneously fostering team spirit and excellence in prosecution, investigation and victim support services. We are happy to report that we are already starting to realize these benefits.

With the move to Integrated Trial Teams, we are seeing greater information flow, improved communication across agency and divisional lines, increased employee motivation and personal investment in work performance, quality and outcome. Our attorneys have reported that the mission-oriented organizational structure and physical co-location with their teammates saves time, allows for more productive and regular face-to-face interactions, and increases camaraderie between colleagues. As said succinctly by one senior attorney, "The Integrated Trial Teams lend to the feeling that we are all truly a team and counting on one another to give our best so that we can put forth the best prosecution possible."



### **DOMESTIC VIOLENCE UNIT INTEGRATED TRIAL TEAM**

*"Sharing roles and responsibilities allows us to be nimble in implementing change, improving our ability to hold batterers accountable and providing a greater quality of service to victims of domestic violence." - SDDA Gerald Fineman*

## THE CREATION OF THE COUNTYWIDE FILING UNIT

Attorneys assigned to a filing unit review crime reports submitted by law enforcement agencies in order to make the first and most important decision in a criminal case – whether to file charges and initiate a criminal prosecution, send it back for more investigation, or reject the case entirely.

When a decision to file is made, the attorney determines what charges, enhancements, allegations, and prior convictions are to be alleged. These decisions set the course for a criminal prosecution, and determine the defendant's bail amount and the maximum sentence exposure if convicted. Traditionally, each geographical office maintained an independent filing unit, often staffed with temporary or less-experienced attorneys. Perceived filing discrepancies, geographical inconsistencies, and claims of over-charging (or under-charging) were commonplace.

To address these concerns, we created a new Countywide Filing Unit, staffed with senior prosecutors who are experienced in handling the most complex and serious trials in the county, reporting to a single supervisor, and using uniform filing protocols throughout the county. This new model ensures the effective filing of appropriate cases and allows for an initial best settlement offer to be made simultaneously with the criminal filing. This process eliminates duplication of work by a different trial supervisor who, in the past, would have re-read the filed case and re-reviewed the defendant's criminal history to make a later settlement offer. By making an initial best settlement offer at the filing stage, we encourage an earlier resolution of those roughly 95 percentage of filed cases that ultimately will plead guilty, which helps conserve criminal justice resources.

In addition to making an initial best settlement offer at the time of filing, we implemented an Early Disposition Program in conjunction with the court's implementation of video arraignments in felony cases. From initial statistics, the Early Disposition Program has resulted in a significant increase in the number of cases resolved at the earliest possible opportunity (i.e., at arraignment). This has resulted in a noticeable reduction in the number of cases we previously would have assigned to attorneys and prepared for preliminary hearing -- only to have the case resolve at preliminary hearing, after our Office had already used resources to prepare the case and issue witness subpoenas. We safeguard the limited resources of not only our Office, but those of our county-funded criminal justice partners, including the Public Defender, the Sheriff, and Probation.

In addition to eliminating redundancies, preserving resources, and streamlining workflow, the Filing Unit has added a training component. A dedicated training officer is now assigned to manage our Filing and Investigation Initiative in Law Enforcement (F.I.I.L.E.) program. F.I.I.L.E. is a structured training program that allows our Filing Unit to work collaboratively with our law enforcement partners, ensuring that cases submitted for prosecution are of the highest quality and permitting a filing determination to be made without a return to the agency and further investigation. These collaborative efforts build relationships and result in more efficient use of agency resources, with resulting salary savings.

Since F.I.I.L.E.'s inception, our senior-level filing deputies have presented 384 agency roll-call briefings to more than 3,550 peace officers, including training on Understanding & Investigating Kidnapping Crimes, The Effects of Proposition 47 on the Investigation of Theft Crimes, Penal Code Section 148, How Jury Instructions Guide Filing Decisions, Double Jeopardy Considerations on Multi-Crime Investigations, Understanding and Investigation of Stalking, Gun Laws, Gathering and Documenting Foundational Evidence for Preliminary Hearings, Bail Enhancements, Collecting Admissible Evidence From Social Media, and Drafting Legally Sufficient Arrest Warrant Declarations.

Finally, the Filing Unit is modernizing how we do business. When the year began, our charging documents were generated on dot matrix printers, a system developed in the 1970s. By changing to laser printers, we are saving thousands of dollars in paper costs associated with antiquated printers. We also gained flexibility to include other information on the charging document, such as a defendant's blood alcohol level for a DUI prosecution, factors that limit the courts authority to grant probation, and the circumstances that allow for a probation grant. This added information assists the attorneys and the court, thus eliminating redundant searches for the same information by multiple agencies.



## F.I.I.L.E. UNIT ROLL CALL SUPERVISING TRAINING

*"The F.I.I.L.E. trainings increase the quality of investigations by our partner agencies helping ensure that when a peace officer makes an arrest the suspect will be successfully prosecuted. The training allows us to keep the officers abreast of changes in the law which enhances local policing." - SDDA Michael Silverman*



In an effort to further eliminate excessive multi-agency redundancies, preserve limited resources, and cut associated supply and personnel costs, we have partnered with the courts to begin the electronic filing of criminal charging documents. As of November, we now electronically file all felony complaints in the Western and Mid-County regions, and began the electronic filing of misdemeanor complaints in February 2016. Replacement of our case management system will ensure that we will have the proper infrastructure to join our justice partners when e-filing is implemented countywide for all court documents.

## THE CREATION OF THE **NEW CAREER PROSECUTION UNIT (NCPU)**

The New Career Prosecutor Unit (NCPU) is an innovative countywide prosecution unit handling misdemeanor crimes, comprised of new attorneys in their initial years as deputy district attorneys. The name reflects our goal: to develop excellent prosecutors who will dedicate their entire legal careers to serving the citizens of Riverside County.

The NCPU uses a collaborative approach to the training and oversight of our most inexperienced prosecutors – an approach that has vastly improved their mentorship and career preparation. The NCPU team at each geographical office location is assigned a trial team leader who is a senior-level, non-management attorney. These trial team leaders teach negotiation skills, approve case settlements, assign cases to team attorneys, and provide trial advice and mentorship. The Homicide Supervising Deputy District Attorney (SDDA) in each office location also serves as a local on-site mentor supervisor for the NCPU attorneys. The Homicide SDDAs, along with the trial team leaders, observe NCPU attorneys in trial and meet weekly to discuss any legal issues, trial preparation/advice, case dispositions, and provide professional development.



In addition to geographical oversight and guidance by the trial team leaders and Homicide SDDAs, the countywide Training Unit SDDA ensures that these brand new prosecutors receive the proper training critical to their development and long-term careers. Training in the NCPU includes instruction in black letter law, courtroom procedure, trial advocacy, and prosecutorial ethics with hands-on courtroom experience to ensure a strong foundation. Finally, the countywide SDDA of the NCPU provides countywide oversight and mentorship, conducts courtroom observations, offers real-time advocacy coaching, and completes written employee evaluations every six months, with input from the countywide Training SDDA and regional Homicide SDDAs.

In 2015, the 21 prosecutors in the NCPU handled thousands of cases each month. Despite their heavy caseloads, these talented prosecutors tried more than 100 jury trials and obtained hard-fought convictions for sexual battery on a child, indecent exposure, child endangerment, criminal threats, driving under the influence, and animal cruelty, among other crimes.

Our NCPU also achieved great success with its Deferred Entry of Judgment (DEJ) program for low-level misdemeanor offenses. If found eligible (typically meaning they are first time offenders) for this diversion program, the defendant must, within 90 days, pay all victim restitution and complete a course tailored to deter the type of crime committed, e.g., courses on anger management, theft and property violations, driving violations, drug and alcohol education, life skills, and victim impact. If they successfully complete the program and pay all victim restitution, DEJ defendants receive a dismissal of their case. In 2015, more than 3,000 defendants were entered into the DEJ program and more than 90 percent of DEJ defendants completed the program successfully, paying tens of thousands of dollars in restitution to their victims. Our misdemeanor DEJ program already has shown great success, with a recidivism rate of only 7 percent, resulting in a safer community and cost-savings to not only our Office, but all of our criminal justice partners.

## DA INFO SPECIALIST AMY MCKENZIE AND DDA SANJA STARK

*"During my junior year in college, I applied for the Riverside County District Attorney's Office College Academy run by Amy McKenzie. After completing the program, I was certain I wanted to become a prosecutor. After graduating from college, I went to law school, studying criminal law and trial advocacy in hopes of becoming a prosecutor for this office. I recently passed the bar and began my official employment with Riverside County District Attorney's Office in November 2015." - DDA Sanja Stark*

## REPURPOSING THE TRAINING UNIT

Historically, our Training Unit has managed the orientation and training of new employees, provided State Bar-mandated continuing legal education for prosecutors and paralegals on best practices and legal issues, and facilitated trainings for all District Attorney non-legal staff, including the Investigations Bureau, Clerical, Technology Services Bureau, Paralegal and Victim Services personnel.

In 2015, the Training Unit continued its dedication to the development and coordination of hundreds of hours of high-quality, in-house training programs tailored to the diverse needs of our Office. These programs included: advocacy courses for prosecutors such as Effective Closing Arguments, Elimination of Bias in Jury Selection, and Grand Jury Indictments; black letter law courses on Search Warrants & the Fourth Amendment, Juvenile Law, and Robbery; training for investigative staff on Proposition 47 and Courtroom Testimony; computer training for all staff, including software usage and legal research applications; and an innovative Retiring Prosecutor "Last Lecture" Series where our retiring veteran prosecutors share well-earned wisdom to those still in the trenches. Many of these programs were offered not only live at our training facility, but also remotely via Internet streaming and video. This allowed any staff member from any part of our geographically large County to receive necessary training from their desktop computer, promoting efficiency and slashing needless travel time and costs.

In addition to these traditional functions, the resources of the Training Unit were expanded and restructured this past year to provide:

- a state-of-the-art interactive courtroom advocacy training program for prosecutors of all experience levels and areas of practice
- a countywide management and leadership education program specific to our office
- an innovative approach to new and probationary prosecutor training
- an expanded partnership with other public safety departments and law enforcement agencies to provide education on changes in the law and relevant legal topics



### DDA SEAN CRANDELL

*"To provide a more realistic training experience, we built a portable mock courtroom that can be used countywide for interactive training exercises. Our attorneys, investigators, advocates, and other DA staff benefit from this training experience when practicing courtroom advocacy skills. Additionally, we were able to obtain outside funding meaning this was done at no cost to taxpayers." - DDA Sean Crandell*



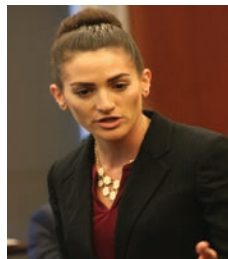
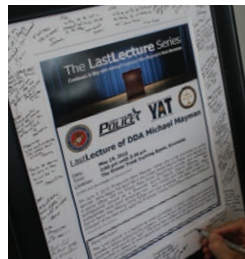
The Training Unit also instituted SDDA Leadership Roundtables, an innovative countywide management and leadership education program for our attorney supervisors. Each quarter, Supervising Deputy District Attorneys (SDDAs) meet for day-long trainings where they not only explore the nuts-and-bolts of management, including procedures and policies related to the supervision of employees, but receive training and engage in collaborative discussions to improve their individual leadership and mentorship abilities. In 2015, SDDAs addressed the following topics: effective leadership, the value of mentorship, office policy and best practices, and performance coaching.

As part of the Training Unit's expanded role, our inexperienced and new attorney staff now work closely with the Training Unit throughout their probationary period and during their initial two years within the New Career Prosecution Unit. In this way, undeveloped prosecutors are closely mentored and supported as they cultivate the skills needed to grow into exceptionally talented, ethical and successful career prosecutors for the County of Riverside. This year, the Training Unit conducted an intensive five-week, three-phase New DDA Academy for both newly hired prosecutors as well as for Deputy DAs who have been in the office for four years or less. The training team included veteran prosecutors, investigators, clerical support staff, victim advocates, Department of Justice criminalists, Coroner's Office staff, California Department of Corrections and Rehabilitation staff, and representatives from local law enforcement agencies. This highly coordinated and creative endeavor provided our newer NCPU attorneys with black letter law training, basic trial advocacy skills, and an introduction to our criminal justice partners, while our more seasoned NCPU attorneys received more advanced courtroom advocacy training, instruction on complex topics in criminal law, and a course on felony sentencing.

Like the hundreds of agency roll-call briefings provided by our Filing Unit, the Training Unit sought to expand its partnership with other public safety departments and law enforcement agencies to provide education on changes in the law and applicable legal topics including a day-long course on courtroom testimony given to local peace officers and police agency employees, which involved both classroom instruction and live testimony practice; a course in prosecutorial ethics to attorneys employed by the Department of Child Support Services; an overview of bail and related statutes to the Riverside County Probation Department; and a full-day training on gang-related legislation, cases, and courtroom testimony to the Riverside County Gang Investigator's Association (RCGIA) Conference; and an interactive presentation on Fourth Amendment search and seizure law to the National Association for Civilian Oversight of Law Enforcement (NACOLE).

To address the monumental changes instituted by Proposition 47, our Office also provided training to dozens of public safety organizations, including the Riverside County Law Enforcement Administrator's Association (RCLEAA), the Inland Empire Economic Crime Investigators Association (IEECIA), the University of California Police Department, and police investigators from our county law enforcement agencies.

Finally, our Training Unit has become the recognized statewide expert in the effective use of technology in the courtroom and for case preparation, and has been called upon to instruct in this area by the California District Attorneys Association as well as other District Attorney's Offices throughout the state.



## THE CREATION OF THE **CRIME PREVENTION UNIT (CPU)**

In our efforts to enhance the public safety of those who visit, work, and live in Riverside County, we established a Crime Prevention Unit (CPU). This new unit adopted cutting edge crime prevention strategies that require no additional funding or cost to taxpayers, but reap huge dividends to our community. The high cost of incarceration and high recidivism in our state and local criminal justice systems, coupled with the sweeping changes in the law, demand a new approach to achieving our core public safety mission.

The CPU proactively uses grant-funded, community-based strategies and volunteer initiatives to bolster our traditional suppression methods of prosecution and punishment. Each deputy district attorney assigned to the CPU is responsible for taking a proactive leadership role in developing new crime prevention strategies and strengthening or expanding an existing program. Each deputy district attorney in the Office is also encouraged to volunteer their time to support these programs. Service to public safety through community outreach efforts and crime prevention strategies is a key attribute of a well-rounded career prosecutor. We actively encourage staff to use their unique talents and passions to find new and creative ways to promote public safety in Riverside County communities.



The following is just a sampling of the CPU's innovative and highly effective programs for 2015 and beyond:

- **Youth Accountability Team (YAT)** – This program diverts first-time juvenile offenders from the criminal justice system by providing comprehensive services, support, supervision, and structure that promotes success and responsible citizenship. In 2015, YAT supervised more than 900 at-risk youth in our communities, providing sustained mentorship, making weekly school and monthly home visits, facilitating community service projects, and giving other support to prevent future criminality and promote future success.
- **Project Safe Neighborhoods (PSN)** program, renamed **Gang Awareness Mentorship and Education (GAME)** – Recognized for its innovation by Harvard University's 2015 Innovations in American Government Awards Program, GAME provides parent training and gang awareness presentations to youth, parents, and community organizations to steer youth away from gangs, drugs, and delinquency. In 2015, our GAME unit conducted nearly 300 presentations and reached more than 25,000 youth, parents, and community members.
- **Student Attendance Review Board (SARB)** – This program combats truancy in collaboration with local school districts through an extensive process of accountability, as well as school and community support for families struggling with their children's attendance issues. In 2015, our SARB members attended 298 School District Hearings around the County which are collaborative panels comprised of social services, law enforcement, school administrators, probation, district attorney, health and mental health officials; conducted 342 Individual Mediations with at-risk students, his/her family members, a school administrator, and a DA representative to discuss the issues surrounding a student's poor attendance; and obtained 34 SARB infraction/misdemeanor convictions against parents whose children were habitually truant despite SARB interventions.



- **Young Justice** – This is an interactive educational outreach program for middle school youth that promotes character development and leadership skills while introducing them to the basics of the criminal justice system. Initiated as a pilot program in Temecula, this program looks to expand countywide and is fully staffed by the volunteer efforts of our prosecutors, local law enforcement officers, and court officials.
- **Board Kids** – This fun, interactive program brings law enforcement professionals and at-risk youth together around the shared experience of a board game. Volunteers teach at-risk kids how to play their favorite game (or vice-versa), or the volunteers and youth can also work in partnership to learn a new adventure. The conversation flows more naturally, presenting great opportunities for volunteers to connect with and mentor our at-risk youth. In 2015, 25 of our attorneys participated in this program, making powerful and positive connections with local youth.
- **Real Men Read** – Targeting young men in our local communities who are at-risk of entering the criminal justice system, this volunteer program uses strong male role models—including our own prosecutors and other members of the community—to promote literacy and life skills for future employment ranging from how to tie a tie to best job interview skills. In 2015, more than 355 students participated in the Real Men Read program with 224,476 pages read and 634 books completed by participants.



## DAN BERNSTEIN AND DDA HUNTER TAYLOR

*“Dan Bernstein was a longtime columnist at The Riverside Press-Enterprise before retiring in 2014. He has been a valuable contributor to the Real Men Read program over the past year and has done many wonderful things for the students. He has read them stories, led discussions about the upcoming presidential election, and consistently encourages them to continue and finish their educations.” - DDA Hunter Taylor*

Along with spearheading proactive crime prevention measures, the District Attorney’s Office has unified and strengthened our **Collaborative Courts Unit**. This provides enhanced rehabilitative and intervention programs aimed at crime reduction and prevention. Collaborative justice courts—which include drug court, mental health court, and our new homeless court—are innovative, problem-solving courts that seek to reduce recidivism by addressing the root causes of the most challenging problems affecting our community. By using the authority of our criminal justice system combined with education, drug treatment, mental health services, and rehabilitative support, we can improve outcomes for victims, deter future crime in our community, and reduce the high costs of incarceration and recidivism in our already impacted state and local criminal justice systems.

## REPLACING THE CASE MANAGEMENT SYSTEM

As part of our mission to reorganize and revamp the Office, we identified the replacement of our antiquated case management system as integral in achieving optimal organizational productivity and prosecutorial effectiveness. Our existing case management system was originally purchased in 1998 and was last updated in 2005. It is woefully out of date and inadequate to support the day-to-day functions required of a modern law office. A new data management system is imperative for the District Attorney's Office to work collaboratively with our justice partners, as the Court and the rest of the justice system move toward electronic filing and digitized processes and away from paper submissions, manual entry, and bulky case files.

Internally, the new case management system will also support our new Integrated Trial Teams. Crucial information about each case, such as victim contact information or digital evidence, will flow effortlessly and automatically to all involved staff. This streamlining will increase staff productivity, facilitate better record keeping, and enable the use of accurate statistical analysis to allow the District Attorney's Office to determine how to best focus our limited resources. Externally, with the use of the new system technology, we will not only be able to electronically integrate with the courts, defense counsel and outside police agencies, but we will ultimately be able to create a countywide paperless criminal justice system, saving millions in taxpayer dollars by eliminating paper costs and the need for redundant work by staff in separate agencies. With this much-needed improvement, we will achieve a modern system capable of fostering immediate changes in institutional efficiency and create the long-term infrastructure to ensure ongoing success of the criminal justice system in our county.



## INFORMATION TECHNOLOGY OFFICER TIMOTHY CRANEY

*"The old technology has a rigidity built into it that made us process and work in an assembly-line manner. The reality is we work in a fast-changing environment, requiring our staff to respond in an increasingly more flexible manner. Our Case Management System has to mirror and support that agility. We will finally have the technology to match our status as one of the premier county Law Offices." - Information Technology Officer Timothy Craney*





# ANTI-CRIME RIVERSIDE COUNTY INITIATIVE

Mike Hestrin District Attorney

During District Attorney Mike Hestrin's first year in office, we collaborated with our law enforcement partners to target and create innovative solutions to some of the biggest problems facing our County: the proliferation of gangs and human trafficking organizations, the epidemic of homelessness, and the rise of recidivism post-Proposition 47. The culmination of these efforts is the 2016 launch of the Riverside County District Attorney's Anti-Crime Initiative. In partnership with federal, state, and local agencies, and tailored to the needs of individual communities, the Anti-Crime Initiative will aggressively target gang activity through high-level investigations and injunctions, employ unconventional, multi-disciplinary methods to shut down human trafficking operations and reduce homelessness and recidivism through innovative crime prevention programs.

- **ORGANIZED CRIME UNIT**

To ensure a prosperous and safe future, we must reinforce traditional crime disruption and suppression strategies in order to combat the proliferation of sophisticated criminal enterprises within our County, including criminal street gangs that terrorize our communities and human trafficking organizations that victimize the most vulnerable members of our society. To lend needed expertise and dedicated support to these efforts, we created an Organized Crime Unit.

- **HUMAN EXPLOITATION AND TRAFFICKING (HEAT) REDUCTION PROGRAM**

In 2016, as part of the Anti-Crime Initiative, our Organized Crime Unit, in conjunction with partnering agencies, will aggressively target the human traffickers who use seemingly legitimate "front" operations, like massage facilities and health-related services, to victimize women and children, and peddle narcotics, illegal firearms, and prostitution within our communities. Our Human Exploitation and Trafficking (HEAT) reduction program will utilize a multi-disciplinary approach and employ our Office's substantial white-collar crime expertise to not only ensure the legitimacy of those businesses operating in Riverside County, but dismantle human trafficking organizations and hold pimps and child molesters accountable.

By aggressively prosecuting pimps and human traffickers whose crimes require mandatory state prison sentences, we have the ability to not only eliminate the prostitution-based business operations, but provide services to the young prostitutes who are frequently human trafficking victims forced into the sex trade. First, with the enhanced resources and information-sharing of large-scale, collaborative operations like HEAT, we have the investigative tools to shut down large networks, not just single operations. Second, by creating alternative sentencing programs for the low-level crimes committed by victims of the sex trade (loitering, street-level prostitution, drug offenses), we can not only prevent recidivism, but ensure that the victims of this brutal underworld are provided much-needed counseling and supportive services to successfully reintegrate them into society.

- **GANG SUPPRESSION AND ENFORCEMENT**

Our Organized Crime Unit employs a comprehensive enforcement strategy to prosecute and dismantle violent criminal street gangs, including some of the largest and most prolific in Riverside County and Southern California. Crime is suppressed when we target the most violent leaders of the most violent criminal street gangs. In support of these efforts, we have deployed our most seasoned gang investigators to work with our law enforcement partners as part of the Gang Impact Team; partnered with existing local, state and federal task forces across Riverside County and Southern California to target criminal organizations operating within our County; and used all available tools to support law enforcement efforts, including search warrants and existing asset forfeiture and wiretapping laws to disrupt major narcotics and human trafficking operations.

In 2016, our Organized Crime Unit will amplify these already-successful operations through the use of unconventional enforcement methods and civil gang injunctions. These enhanced operations will not only target the large-scale illegal narcotic and firearm activity committed by high-level trafficking networks, but also address the havoc, criminal activity, and livability issues inflicted upon our communities by street-level gang members and their associates.

On February 25, 2016, our Organized Crime Unit, in conjunction with 450 law enforcement officers, conducted the first large-scale gang sweep and implemented the first gang injunction as part of our 2016 vision. In the gang sweep, officers arrested 25 suspects, served 50 search warrants, and conducted 49 probation checks, while recovering illicit firearms and narcotics, and serving gang members and their associates with a civil injunction. The injunction creates a safe zone in the Eastern Coachella Valley that bars gang members from entering and participating in certain activities within area, and creates an enforcement mechanism when they violate the injunction. In essence, the injunction serves as both a wedge and a broom – pushing gangs apart and sweeping them away from our communities. Our office will vigorously enforce this injunction, and others, in 2016 and beyond.

- **COUNTYWIDE HOMELESS COURT**

In a groundbreaking approach to addressing the root causes of homelessness and preventing future crime, the Riverside County District Attorney's Office partnered with the Indio Police Department to institute a Homeless Court in the Larson Justice Center in 2015. The program allows homeless misdemeanor offenders to participate in a diversion program that provides mental health treatment, educational and job training programs, and support needed to move them into housing and gainful employment. These efforts are working.

Of the 50 defendants selected to participate in the first Indio Homeless Court, all 50 successfully graduated. Upon graduation, all 50 had housing, and more than half were gainfully employed. One young graduate even joined the Air Force and is serving his country. Rather than using limited court resources to futilely prosecute homeless offenders in a revolving door of minor offenses (loitering, panhandling, trespassing), this program actually reduced the city's homeless population by 56 percent. In short, the pilot Homeless Court program not only reduced the homeless population of Indio and its accompanying problems, but created productive members of society and prevented future criminality.

In 2016, we are seeking to expand Homeless Court into other communities. These expanded programs will work not just inside the courts, but with existing homeless shelters and outreach groups to identify candidates that would benefit from additional services. If a candidate completes the program successfully, including the mental health and other educational programs, the candidate's misdemeanor convictions are dismissed and the associated fines and fees are eliminated, thereby giving the candidate better prospects in the job market and obtaining necessary licenses. Given our early successes in Indio, we are hopeful that other communities will embrace our efforts to partner with their local law enforcement and expand Homeless Court countywide.





## INDIO PD CHIEF RICH TWISS AND DDA SCOTT MASON

*"The District Attorney's Office has worked hand in hand with Chief Twiss as he has served as the galvanizing force behind the creation of the Community Outreach Program (CORP). CORP's focus is to get individuals and families back on their feet, off the street, and out of the courts. Since its inception, CORP has had 50 successful participants and has resulted in the dismissal of \$117,019.84 in court fines and fees." - DDA Scott Mason*

- **REPEAT OFFENDER ALTERNATIVES AND RECIDIVISM REDUCTION (ROARR)**

To combat the revolving door recidivism created by the passage of Proposition 47 - which reduced 22 drug and theft offenses from felonies to misdemeanors - the Riverside County District Attorney's Office will implement highly effective and comprehensive recidivism-reduction programs, specifically targeted to Prop. 47 and other low- to mid-level offenders. While our existing misdemeanor Deferred Entry of Judgment (DEJ) program has already shown great success with a recidivism rate of only 7 percent, we can go farther.

Through our comprehensive Repeat Offender Alternatives and Recidivism Reduction (ROARR) program, we will take steps to help the sustained rehabilitation of our repeat offenders and, at the same time, ensure victims are made whole through restitution. ROARR will offer group therapies and a step-by-step character reform program targeted at removing low- to mid-level offenders from the criminal lifestyle and placing them on a path to recovery, education, and employment. The only similar program in the state has already seen a significant reduction in repeat offenders over a three-year period, resulting in enhanced public safety and lower crime rates.

## MESSAGE FROM THE BUREAU CHIEF

Upon being sworn-in as the 10th Chief of the Riverside County District Attorney's Bureau of Investigation on February 18, 2015, I humbly accepted the responsibility of ensuring that we continue to provide the finest investigative services on behalf of our community while recapturing the pride and esprit de corps that have defined our agency since its inception in 1947. The organizational health and high-function of the Bureau of Investigation is critical to the success of the overall public safety mission of the District Attorney's Office, and effective stewardship demands accountability at all levels within the organization.

To these ends, in close consultation with the District Attorney, I identified six operational priorities for the Bureau in 2015, all with the aim of promoting efficiency and responsiveness to the public we serve: Participatory Management, Organizational Restructuring, Collaborative Partnership with Allied Law Enforcement Agencies, Targeted Recruitment and Promotional Opportunities, Enhanced Mentorship and Career Development, and Esprit de Corps. With these priorities to guide our mission, and fueled by the collective efforts of our tenacious, creative, and hardworking staff, the Bureau experienced a remarkable year of renewed vision and organizational accomplishments. I am proud to highlight our team's successes:



## PARTICIPATORY MANAGEMENT

The greatest asset of our Office is its people. Our employees have dedicated themselves to the cause of public safety and to the service of their community, and their teamwork and commitment is the very backbone of this Office. To achieve our renewed vision, we needed to change the way we worked and communicated and, more specifically, we needed to increase collaboration and rebuild a common-goal mind-set among all personnel.



Moving away from the classical top-down management style, where employees' input into organizational management is given little-to-no value, to the highly effective and morale-boosting participatory management style, where employee input is not only valued but encouraged, was integral to our successes in 2015.

As part of this organizational shift, we established a Strategic Planning Group, comprised of line-level personnel, to help guide the Bureau's Department Management Team. This group meets regularly, garners the input of others, and formulates fresh ideas – many of which have already been enacted by management. Included in these are much-needed enhanced security and confidentiality protections for non-sworn members of the Bureau (e.g., dispatchers and technicians), critical input into the development of our new case management system, and modification to our transfer policy that ensures our staff is placed in assignments which are best-suited to their skillsets. Additionally, management meetings are now open to all employees and leadership representatives from our employee labor associations now have a seat at the table for each session. Minutes from these meetings are distributed Bureau-wide within three days, making decision-making transparent and accountable.

## ORGANIZATIONAL RESTRUCTURING

To achieve our renewed vision, we changed not only our management style, but also achieved greater efficiency and productivity within the organizational structure. The largest piece of this organizational restructuring was reducing the unreasonable manager-to-employee ratios that had plagued the Bureau for many years. These unsound ratios (often 40 employees to one manager) left both employees and managers frustrated and overwhelmed, and also depleted the support, mentorship, and accountability critical to an organization's success.

A critical component to resolving this issue was the creation of a new "Supervising Investigator" classification. After gathering the extensive and necessary input from management, County human resources, labor associations, and rank-and-file investigative staff, we presented the Riverside County Board of Supervisors with our proposal for this new classification in July 2015, where it was approved by unanimous vote. Promotion to this rank was accomplished in October, reducing the previous untenable ratio of 40-to-1 to a reasonable 10-to-1 and giving the Bureau a leaner management structure, with a net projected reduction of nearly \$250,000 annually in the cost of Bureau supervision and management. Because of our staff's concerted efforts in accomplishing this endeavor, we have increased efficiency and productivity while, at the same time, reducing costs to the taxpayers we serve.

In addition to this major effort we also identified several areas where small changes could net big dividends for the achievement of our core mission of public safety. For instance, in the last few years, our seasoned public integrity investigators had been tasked with running background investigations on potential employees. Obviously, these background investigations, while important, diverted the investigators from focusing on the government and political corruption crimes that corrode our society and violate the public trust that government is designed to protect and serve. As a result, we successfully petitioned the County to allow us to once again contract with an outside vendor for background investigations, significantly increasing the time and attention our investigators could devote to public safety and corruption concerns and making for a more efficient use of resources.

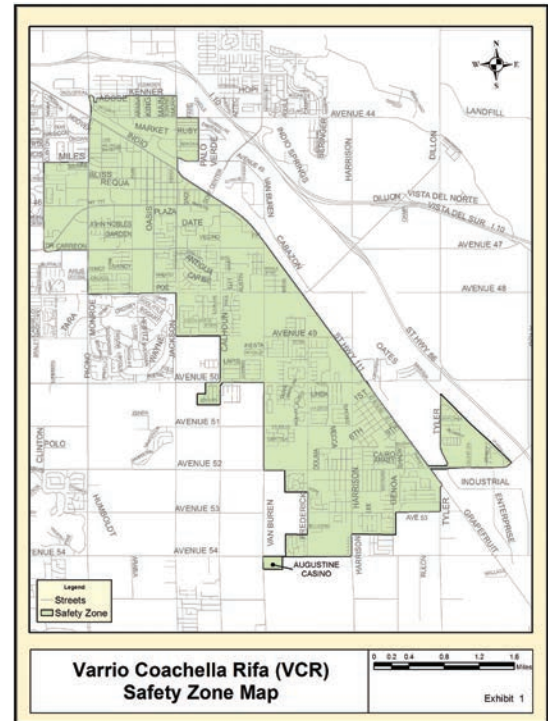
In a similar effort, we successfully negotiated with the county to permit the designation of Temporary Assignment Personnel (TAP) investigators to serve as Officers of the Day in our new Banning location. Instead of using senior investigators to serve as Officers of the Day (which diverted them from their primary mission of investigating and preparing our cases for trial), we are now able to assign two recently retired investigators to serve in this role. This adjustment not only promotes safety at our Banning office, but has resulted in a marked improvement in the efficient use of our senior investigators' time.

## PARTNERSHIP WITH ALLIED LAW ENFORCEMENT AGENCIES

The District Attorney's collaboration with allied law enforcement agencies is critical to the success of our shared public safety mission. Only by working together can we share information and then target and create innovative solutions to the biggest public safety issues facing our communities.

As a first step in improving relations with the law enforcement agencies throughout the County, upon assuming office Chief DelGuidice met individually with the leaders of these organizations and identified the areas of critical concern for law enforcement. To build upon and sustain these efforts, the Bureau initiated a formal, countywide liaison program with all local law enforcement – a program that was enthusiastically welcomed and praised since its inception. More than 30 police departments and Sheriff's stations have been assigned an individual investigator, ensuring that each agency has a dedicated liaison with our office and fostering the professional relationships that promote mutual respect, cooperation, assistance, education and, ultimately, enhance public safety.

The Bureau is committed to fighting the spread of organized crime within our County, including the scourge of human trafficking and the guns, drugs, and violence peddled by criminal street gangs. In support of these efforts, we reconstituted the Gang Impact Team, which has been conducting high-level investigations in "hot spots" across the County, targeting elaborate illicit firearm and narcotic activity and the associated violence, committed by trafficking networks and their "shot callers." The Gang Impact Team was instrumental in conducting the gang sweep and implementing the gang injunction in the Eastern Coachella Valley in February 2016 – an operation that created a much-needed safe zone in an area where residents live in constant danger of being hit by stray bullets while sitting in their own homes or on their front steps.





As part of our Office's Human Exploitation and Trafficking (HEAT) reduction program, we obtained grant funding to commit a full-time investigator to the Human Trafficking Task Force and we anticipate increasing this level of participation in 2016. Our investigators assigned to HEAT will utilize our Office's substantial white-collar crime expertise and work in conjunction with partnering agency personnel to identify and dismantle "front" operations that human traffickers use to victimize women and children, and also peddle narcotics, illegal firearms, and prostitution within our communities.

Finally, the Bureau initiated a countywide Real Estate Fraud Task Force, comprised of members of the Bureau and local law enforcement agencies. In November, the Murrieta and Corona Police Departments each assigned one full-time detective to this task force and, in December, Cathedral City received approval from their City Council to join the task force with an anticipated start date of April 2016. The Riverside Police Department is presently working towards participation and we anticipate more agencies joining in the task force over the coming year.

## TARGETED RECRUITMENT AND PROMOTIONAL OPPORTUNITIES

Again, the backbone of our organization is its employees and the strength of this backbone is determined in large part by hiring and promoting excellence, followed by continuing to promote excellence through mentorship and career development. We want to hire, promote, and develop the finest investigative staff who will dedicate their career to serving the citizens of Riverside County.

In just a few weeks after a hiring announcement, the Bureau had more than 70 highly qualified and eager applicants for the position of Senior Investigator. After a long period of restrained hiring within the Bureau, which resulted a stretched-thin investigative staff, our staffing levels have finally started to rebound. Seventeen Senior Investigator positions were approved for hiring by the County and, to date, nine have been hired. The County also approved adding five hires to our short-staffed Investigative Technician ranks. The remainder of our new hires will be brought onboard soon, significantly improving the productivity of the Bureau and the quality and quantity of its investigative services.



## BUREAU NEW HIRES

*"The Bureau of Investigation continues its legacy of hiring only the most experienced and professional law enforcement detectives. We feel very fortunate to have these talented investigators join our Bureau." - Bureau Chief Joe DelGiudice*

## ENHANCED MENTORSHIP AND CAREER DEVELOPMENT

Our commitment to excellence does not end at hiring and promotion, but persists through robust mentorship and career development programs. In preparation for our newly hired colleagues, we recreated the New-Hire Bureau Orientation Program. This revamped orientated program will ensure the proper on-boarding and development of newly hired sworn personnel, and a well-trained start to their DA Bureau careers. Additionally, to ensure a smooth and successful transition for our newly promoted supervising investigators, a comprehensive Bureau training manual was created to ensure they receive the proper instruction and mentorship at the earliest stages of their management careers.

In addition to new-hire and promotion training, sustained mentorship of all ranks within the Bureau is paramount to our future. Assistant Chief Wayne Hoy and Commander Jose Rodriguez developed a formalized mentorship program that will raise the level of professionalism, competency, and leadership potential of our staff. This highly anticipated program is set for formal implementation in April 2016, and we are looking forward to its undoubted future success.

We have enhanced the role of our Investigative Technicians and have begun the training and support necessary to see them successfully return to serving in a more robust investigative role. Chief DelGuidice meets with the countywide Investigative Technician staff quarterly to increase the frequency of direct communication with this classification and ensure they are receiving the guidance necessary to ensure their long-term career fulfillment and success.

As we seek excellence in hiring, excellence in promotions and leadership is likewise critical to the Bureau's long-term success. To ensure that the most qualified candidates at all levels of the organization are promoted, the testing process for advancement within the Bureau was revamped. We created a promotion matrix that clearly states and conveys the character traits we desire and expect in our leaders, including not just practical know-how and consistent performance, but volunteerism, continued education, professional development, and leadership ability. These guidelines have been well-received by the investigator staff, sparking renewed motivation and interest in promotion opportunities, enhanced esprit de corps, and a welcome postponement of retirements that would have resulted in significant drains in experience.



### ASSISTANT CHIEF DON BRADY

*"The Bureau has made significant strides in filling voids within our ranks. The DA's Office reinstated the Supervising Investigator rank between Investigator and Commander, resulting in twelve people being promoted. Also, after an eight-year promotional hiatus for Investigator II and III positions, vacancies in those ranks were filled. And we are moving forward to staff vacant positions of Bureau secretary and for Investigative Technicians." - Asst. Chief Don Brady*



## ESPRIT DE CORPS

To gauge the success of our first year's rebuilding efforts and to identify operational priorities for the coming years, we engaged the services of a Peace Officer Standards and Training (POST) facilitator to conduct an analysis of our organizational health. In December 2015, this independent facilitator conducted a strategic planning workshop for the Bureau and, as part of this process, he conducted an anonymous survey concerning the well-being of the organization.

Nearly half of our Bureau (70 members) participated in the study. The facilitator concluded that "the Bureau of Investigation has a superior degree of organizational health." The facilitator explained that "often in the course of our work (over 1,000 strategic planning workshops to date) we find that the core issue is lack of trust and poor morale. In the case of the Bureau, we found no evidence of either issue. On the contrary, the average job satisfaction score (which measures morale) within all levels of your department . . . is statistically benchmarked as 'thriving.'" Of the hundreds of law enforcement agencies he has worked with, the facilitator has observed a score higher than the Bureau's only once.

These impressive results were the crowning achievement to our first year's hard work and determination to provide the finest investigative services to the cause of public safety while recapturing the pride and esprit de corps of our illustrious agency.

## MEETING THE CHALLENGES AHEAD IN 2016

Just as the six operational priorities (Participatory Management, Organizational Restructuring, Collaborative Partnership with Allied Law Enforcement Agencies, Targeted Recruitment and Promotional Opportunities, Enhanced Mentorship and Career Development, and Esprit de Corps) have each served to anchor the efforts of the past 12 months, we recognize the need to revisit and update these priorities which will guide our path in the years to come.

As previously indicated, we enlisted the assistance of a POST facilitator to coordinate a strategic planning session. Wanting to draw from the vast experience and wisdom contained within our Bureau, we designed the session to ensure that all levels and classifications within the department would be included in identifying our future priorities, including a full-range of sworn and non-sworn personnel, supervising investigators, and Bureau managers and administrators.

The facilitator identified five operational priorities for the future:

- **Participatory Management** remains a hallmark for the new Bureau and the key to continued future success.
- **Succession Planning/Career Development** was identified as mission-imperative. With certain attrition levels well above normal, developing future leaders and the highest performing employees is critical. By focusing on continued hiring and recruitment, a formal mentorship program, leadership training, and participation in promotional processes, we can ensure department-wide success.
- Although much groundwork was laid during the past year, **Partnering with Allied Agencies** will remain an operational priority in 2016. In addition to embarking upon the Anti-Crime Initiative, expanding our presence on task forces, and further developing the Liaison Program, we also want utilize our enhanced agency partnerships to improve upon the investigation of officer-involved shootings (OIS) in Riverside County.
- **Career Well-Being** will again remain a top priority. We commit to developing new training opportunities for all Bureau personnel, so that they can attain high levels of competence and accomplishment. We intend to continue all efforts towards building an environment where Esprit de Corps can flourish, with the net result being higher levels of job satisfaction, improved performance and, ultimately, enhanced public safety.
- **Technology** is generally viewed as a major issue at all law enforcement agencies and across all disciplines, and the Bureau is no exception. We must actively meet this challenge by our attention and involvement in such projects as the new case management system, countywide records management and information sharing databases, body-worn camera initiatives, and the possibility of an in-house crime laboratory.

# VICTIMS SERVED

The District Attorney's Office Division of Victim Services (DVS) provides victims of crime with required Marsy's Law services including assistance in obtaining victim restitution, support services, burial costs and planning assistance, victim impact statements, hearing and trial support and many other services. DVS provides supportive services to the families of victims of crime. These supportive services are crucial to successful prosecution because crimes often affect a victim's entire family. Many family members are not only witnesses, but secondary victims.

In addition to the in-house services provided, DVS utilizes community partnerships through on-site Family Justice Centers to further support the victims throughout the court process and beyond. These partnerships help them not only heal, but our hopes are to help them stabilize their lives and the lives of their families.

In 2015, through these combined efforts, DVS provided services to 13,543 victim and witnesses. Those victims and witnesses received 44,594 individual units of service which is 6,974 units more of service than provided to victims of crime in 2014. These additional services were provided without any additional staff.

Along with the many services offered to victims of crime, 2015 also brought new leadership to the Division of Victim Services. DA Mike Hestrin met the first of many reorganization goals for the division by hiring a new Victim Services Director, Melissa Donaldson. Director Donaldson comes to the District Attorney's Office from Safe Alternatives for Everyone where she was the Executive Director for 14 years. Her background in the non-profit world will be a great asset to the Office of the District Attorney where our 2016 goals include increased partnership with local community organizations to maximize services available to victims of crime.



## VICTIM SERVICES DIRECTOR MELISSA DONALDSON AND ASST. VICTIM SERVICES DIRECTOR RACHEL MAURICE

*"It is a great honor to be chosen to lead the Division of Victim Services. This division has a compelling yet critical charge of guiding and supporting the victims of crime; not just through the criminal justice system, but through the aftermath of the crime. Victims deserve to receive not only justice, but the care and services needed to facilitate healing"* - VS Director Melissa Donaldson



Since Director Donaldson was hired in late 2015, DVS has undergone numerous changes. Director Donaldson began by putting in place a strong leadership team to ensure a cohesive future vision. Together with her new leadership team, Director Donaldson began the DVS Restructuring Project which will build a Division that is coordinated, organized, and managed with one voice while also taking into account the unique needs of the communities in which our offices are located and operating.

## DVS RESTRUCTURING PROJECT

The core components of the Restructuring Project are critical areas that will propel the Division forward in its goal of building a well-run, professional, caring office that provides top-tier services to victims of crime. The first step in the DVS Restructuring Project, which was recently completed, was to streamline site supervision under one Assistant Director. This has facilitated consistent communication, supervision, and policy implementation across the county.

The next step is the implementation of a new Training and Development program within DVS. Victim advocates have a unique responsibility by law and that requires a commitment to consistent, frequent, and thorough training to best serve victims of crime. Currently, DVS seeks outside trainings to fill many of the training needs and grant requirements for the victim advocates. To ensure a cost effective, quality training program that meets all constitutional, statutory, and grant mandates of our victim advocates, DVS has devised a new Training and Development program. The new program will begin by having victim advocates attend a multi-day training academy created in conjunction with the office's Training Unit to ensure all staff is properly trained to do their jobs effectively. In addition to the internal training component, DVS will also partner with non-profit organizations in the community.

## MEETING THE CHALLENGES AHEAD IN 2016

In addition to the implementation of the Training and Development portion of the Restructuring Project, DVS has several additional goals for 2016:

- The division will continue to build community partnerships within the Family Justice Center to capitalize on public/private partnerships for enhanced services for victims of violent crime.
- Advocate positions are and have been severely understaffed for several years and are carrying almost three times the field caseload standard. While the division is 50 percent grant-funded, the DVS 2016 goal is to increase grant writing in an effort to increase advocate numbers and reduce the large caseloads.
- Finally, DVS will undergo an in-depth evaluation of advocate job descriptions and duties to identify lower cost staffing support of those duties.



## ACKNOWLEDGMENTS IN 2015

We are grateful to all Riverside County's criminal justice agencies who, without their collaboration, dedication, and professionalism, the work of the Riverside County District Attorney's Office would not be possible.

Supervisor Marion Ashley, District 5  
City of Banning  
Banning Police Department  
City of Beaumont  
Beaumont Police Department  
Supervisor John Benoit, District 4  
City of Blythe  
Blythe Police Department  
California Department of Justice  
California Highway Patrol, Inland Division  
City of Cathedral City  
Cathedral City Police Department  
City of Calimesa  
City of Canyon Lake  
City of Coachella  
City of Corona  
Corona Police Department  
City of Desert Hot Springs  
Desert Hot Springs Police Department  
City of Eastvale  
Chief Probation Officer Mark Hake  
Public Defender Steven Harmon  
Fire Chief John Hawkins  
City of Hemet  
Hemet Police Department  
City of Indian Wells  
City of Indio  
Indio Police Department

Supervisor Kevin Jeffries, District 1  
City of Jurupa Valley  
City of La Quinta  
City of Lake Elsinore  
City of Menifee  
City of Moreno Valley  
City of Murrieta  
Murrieta Police Department  
City of Norco  
County Executive Officer Jay Orr  
City of Palm Desert  
City of Palm Springs  
Palm Springs Police Department  
City of Perris  
City of Rancho Mirage  
City of Riverside  
Riverside Police Department  
Riverside Community College Police Department  
Riverside County Fire Department  
Riverside County Probation Office  
Riverside County Sheriff's Department  
City of San Jacinto  
Sheriff-Coroner Stan Sniff  
Supervisor John Tavaglione, District 2  
City of Temecula  
UCR, Police Department  
Supervisor Chuck Washington, District 3  
City of Wildomar

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Tod Sudmeier  
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This report has been created and prepared by DA Info Specialist Melody Hendrickson



## HONORING OUR HERO



### DDA MICHAEL LOUGH AND CHP OFFICER DAN NOREM

*Even after being blinded by a knife wound to his right eye and then stabbed or slashed eight more times to his upper body, CHP Officer Dan Norem continued to hold on to a suicidal, knife-wielding man to prevent him from jumping from a freeway overpass.*

*The night of Oct. 25, 2012, Norem responded to a call of a possibly suicidal man on the La Sierra Avenue overpass above the busy 91 freeway. When Norem arrived, the man saw the patrol car and climbed onto the overpass chain link fence. Believing the man was going to continue climbing over and jump to the freeway below - potentially killing himself and endangering motorists - the officer ran from his patrol car and grabbed the man's leg. Several passersby and off-duty law enforcement officers who saw what was happening came to Norem's aid and helped hold the man on the fence so he couldn't climb over. The man was ultimately arrested after another officer arrived and used a less-lethal bean bag shot.*

*The Riverside County District Attorney's Office filed charges against the man, 48-year-old Javier Hernandez, for the attempted murder of the officer.*

*During the trial, DDA Michael Lough asked the jury to remember the determination Officer Norem demonstrated when he refused to let go of Hernandez - despite severe and even blinding injuries. The prosecutor asked jurors to channel that same level of commitment during their deliberations and to reach a guilty verdict that would bring justice for Officer Norem.*

*The jury did just that and on June 26, 2015, found Hernandez guilty of the attempted murder of CHP Officer Dan Norem. Hernandez was sentenced 18 years to life in prison.*

*Norem is still recovering from the injuries he suffered nearly three years ago.*

*The Riverside County DA's Office is grateful for the heroic acts displayed by Officer Dan Norem and recognizes him for the bravery and selflessness he showed by never letting go.*

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## WESTERN REGION

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