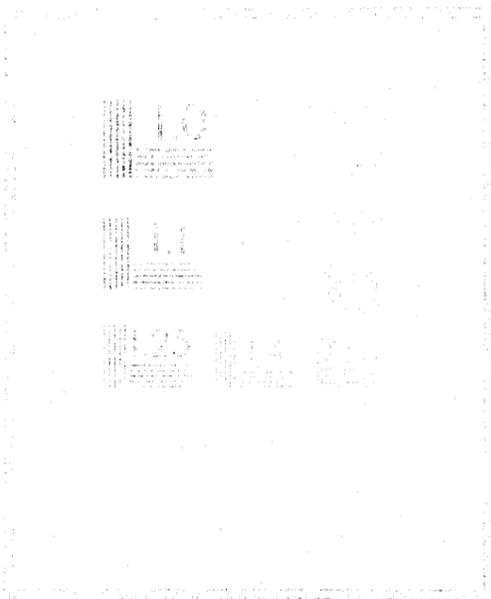


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REPORT OF TECHNICAL ASSISTANCE VISIT TO
THE UNION COUNTY LABORATORY OFFICE
ELIZABETH, NEW JERSEY
February 13-14, 1973



THE AMERICAN UNIVERSITY

Criminal Courts Technical Assistance Project
Institute for Studies in Justice and Social Behavior
The American University Law School
Washington, D.C.

REPORT OF TECHNICAL ASSISTANCE VISIT TO
THE UNION COUNTY PROSECUTOR'S OFFICE
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ACQUISITION

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REPORT OF TECHNICAL ASSISTANCE VISIT TO
THE UNION COUNTY PROSECUTOR'S OFFICE
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I. INTRODUCTION

This visit was made at the request of Union County Prosecutor Karl Asch and the visiting team was comprised of James H. Beck, Technical Assistance Coordinator, the National Center for Prosecution Management (NCPM); David Bourland, Staff Attorney, NCPM; and Peter Willis, Principal, Holm and Willis Professional Corporation, Denver, Colorado.

This visit was made upon the general request of the Prosecutor for assistance in providing him with a management overview of his office.

Due to the shortness of the technical assistance visit, it should be clearly recognized that this report does not attempt to represent a comprehensive review of all the management procedures of the Prosecutor's office nor does it attempt to present solutions to any problems which may have been highlighted during the visit. Rather this report presents the highlights of areas for potential improvement which were observed by the technical

assistance team. It is hoped that as a result of this report the Prosecuting Attorney will have a better understanding of his management processes and be able to move in the direction of modernization and improvement.

The Findings and Recommendations section of this report are presented for the purpose of assisting the County Prosecutor in his management decision-making process. They represent areas which the Prosecutor may wish to pursue or investigate for possible implementation. Should the Prosecutor choose to direct his activity in any or all of these areas, the National Center for Prosecution Management will assist him if he so desires.

The technical assistance team would like to extend their thanks and appreciation to the County Prosecutor Mr. Asch, for his cooperation and assistance during the visit. Our reception by all the staff members of his office was excellent and the frank discussion of the strengths and weaknesses of the office assisted us greatly in our analysis.

II. JURISDICTIONS AND SYSTEM OVERVIEW

Union County is an almost totally urban and suburban county across the river from New York City with a

population of a little over half a million people. The largest city is Elizabeth, the county seat, with a population of over 125,000. Union County is one of the most densely populated communities in New Jersey and a large portion of it is devoted to seaport activities and manufacturing. It has major facilities for land, sea and air transportation. The county has had very little population growth in the last ten years and has probably reached a static level. There is a strong ethnic mix and a wide range of individual wealth is reflected by the existence of both a large welfare population and a number of resident millionaires. The types of crime therefore run the full gamut from petty check fraud and simple assault to systematic corporate fraud and murder.

There is a large public defender's office in Union County which handles about 80% of the total criminal defense load in the County. The County contains 22 separate police jurisdictions ranging in size from three men to several hundred. In New Jersey the county prosecutor handles only what are called indictable offenses. These include all the offenses that are normally regarded as felonies in other jurisdictions plus some of the more serious misdemeanors.

There is one county court, called the Superior Court, which has a presiding judge, a court administrator, and eight full-time trial judges before whom the Prosecuting Attorney must appear. The County Prosecutor office also represents the state in juvenile court, municipal court and the appellate court. A mandatory grand jury system is operative in Union County with two grand juries sitting at the time of this visit. The Prosecutor maintains a separate grand jury division which is staffed by three assistant prosecutors, four clerks, one para-legal person and a receptionist supplied by the Sheriff's Department.

In the State of New Jersey the legislature has mandated that the Governor appoint the county prosecuting attorney in certain of the large urban counties. Union County is one of these and Karl Asch was appointed to office in April of 1970 by the Governor. His term of office is five years, at the end of which he may be reappointed or replaced at the pleasure of the Governor. Mr. Asch's experience prior to that time had been in private civil practice. It is the opinion of the TA team that Mr. Asch brings a high degree of social consciousness and civic responsibility to the office of County Prosecutor.

At the time of the TA visit the Prosecutor's staff stood at 31 full-time attorneys, 66 investigators serving under county civil service, 23 clerical persons also under civil service, and 4 para-legals. When Mr. Asch took office there were only 14 part-time attorneys on the staff. The attorneys on the staff enjoy no civil service or tenorial benefits, yet the turnover rate seems to be quite low, at least in the brief time Mr. Asch has been in office. Almost all the attorneys that he has hired since he has come to office are still with him. The salary range is not great, starting at \$14,000 for a newly-hired assistant and reaching \$29,600 for the First Assistant Prosecutor.

It was the team's impression that the County Prosecutor's staff tends to stay on the job more out of a sense of duty and responsibility to Mr. Asch and the innovative program that he is conducting than for reasons of salary or career possibilities in the Prosecutor's office. Mr. Asch takes an active part in the training of the lawyers on his staff, showing interest in their cases and making himself available to critique cases. Mr. Asch is active in the state association of prosecutors and conducts an active legislative program.

The staff attorneys are organized into a number of divisions including grand jury, plea bargaining, juvenile, homicide appeals, corruption, narcotics, organized crime, and eight trial teams. The office also provides legal assistance to 21 municipalities upon demand. Assistant attorneys are usually started in the juvenile division and rotate on an irregular but frequent basis through the various parts of the office. This rotation, which provides an opportunity to perform a variety of tasks in the office, may be another reason for the willingness of attorneys to stay on the Prosecutor's staff.

Each trial team consists of two attorneys who appear in all matters before the court to which they are assigned. There is no attempt to routinely rotate these teams among the other courtrooms. One attorney is on his feet and the other preparing for the next hearing at any given point in time.

During the year preceding our visit the Prosecutor's office handled 5,600 cases. Ninety-nine percent of these were handled by grand jury indictments, the other one percent by information.

The Prosecutor's office occupies parts of four floors of a courthouse built in the early part of the

1900's. There is also one entire section located in another community. The investigative division of the Prosecutor's office has its own mobile crime lab and its own narcotics lab. The office is equipped with Diebold rotary file systems and the IBM Central Dictating System. A Royal McBee Keysort system is used as the central card index and can be sorted as to type of crime, status, and disposition of a case.

A fleet of automobiles is used in the work of the investigative staff. The Prosecutor's budget is an annual budget in line item format of approximately 2.3 million dollars. The Prosecutor has been energetic in seeking grant money and has received grants in the past for equipment and para-legal or intern programs.

III. FINDINGS

The findings presented in this report are based upon the National Center for Prosecution Management's management principles, which may differ from the prosecutor's view of his operation. Management of an office, in our view, consists essentially of three major work areas:

Operations. The major function of the management of any office is its operations. Operations means the processing of cases. It includes the intake of cases, investigation, screening, preliminary hearings, grand jury, indictments, arraignments, plea negotiation, trials and disposition. It also includes the operational relationships of the office to police, courts, corrections and other components of the criminal justice system.

Administration. This refers to those resources which are necessary to support the operations of a Prosecutor's office. They include the management of the money, manpower, material and information resources, including the systems of acquiring, utilizing and disposing of such resources and the use of these systems for controlling the operations of the office. They include organization, control and personnel management systems, space and budget systems, paperwork and information systems, and support services such as clerical staff, investigators and para-legals.

Planning and Program Development. The final area of office management can be defined as planning and program development. These are the areas

of management which concern themselves with long-range planning and programs to meet the anticipated needs of the office as the office is subjected to change. This group of activities includes management and statistical analysis; planning future workload; working with other elements of the criminal justice system (police, courts, corrections) to improve policies and procedures affecting the Prosecutor's office; working with community groups on crime prevention efforts; lobbying the state legislature; and various other activities aimed at influencing the socio-economic-political environment of the office.

Thus the findings presented below will highlight all three areas of office management and are grouped accordingly.

A. Operations

In New Jersey a case is initiated upon a police or citizen complaint filed in the lower court and when bound over to Superior Court is assigned to the Prosecutor by the Superior Court administrator. A uniform police report is used in Union County and is provided automatically to the Prosecutor within 24-hours after the case is initiated.

Upon assignment of the case to the Prosecutor's office, the case goes first to the detectives' administrative division for preparation. There it is matched up with the prosecution report and examined for completeness of evidence and description. Investigations may also originate in the Prosecutor's office.

Once it is considered complete by staff attorneys and detectives the case is reviewed by the attorney in charge of the grand jury section and consideration is given to the presentment. It is at this point that plea negotiations occur. The police advised us that they estimate 35% of their cases are returned no bill by the grand jury. The calendar is administered by a clerk in the grand jury section who applies her considerable experience in order to allow the proper amount of time for the particular type of presentment to minimize grand jury and witness waiting time. This system seems to work quite satisfactorily to all concerned.

After the indictment is returned the case is assigned to a courtroom by the presiding judge and the court administrator. It is upon the publication of this calendar that one of the trial teams on the Prosecutor's staff receives the case. The

case file is maintained in the file room until this time. As the cases are bound over, first priority is given to those cases where the defendant is being held in jail.

One interesting procedure that we observed concerns the use of the grand jury section as a repository for the court reporters' shorthand notes. These notes are filed in this section and then must be retrieved and presented to the court reporter for the transcript to be made. The apparent purpose of this is to provide security for those notes; however, this seems like an additional administrative burden for the Prosecutor's staff to bear.

The Superior Court schedule is arranged so that the calendar call for the week begins on Monday morning with Fridays reserved for motions and arraignments. It is the Prosecutor's opinion, that during his term of office, he has been able to cut the delay time between indictment and disposition in half for the cases under his jurisdiction. Even though delay time has been reduced, the inherited backlog and increasing caseload prevent the prosecutors from operating effectively.

One of the recurring team impressions was

that there is very little case-by-case communication among the various divisions of the Prosecutor's office. An example of the kind of problem created by this lack of interchange is that the grand jury section might be working on a presentment against a defendant who was simultaneously being investigated by the narcotics section in a different matter.

It should be stated here that the Prosecutor makes a considerable effort to keep himself and his staff informed of each other's work. Weekly meetings of all staff are scheduled and the Prosecutor participates actively in these meetings and shows a personal interest in the cases being worked on by his staff. Such an effort is to be commended in terms of individual case-by-case reporting between divisions; however, this system of meetings can only provide random coverage. There is no routine way, as of this observation, that each division can be sure that it is informed of the activities of the other divisions in the office with respect to a particular case.

The visiting team was generally impressed with the quality of the staff that they met. The attorneys that were interviewed by the team were energetic, dedicated to their jobs, showed a considerable amount

of innovative thinking concerning the problems of prosecution, and exuded competence.

It was also the impression of the team that the trial team concept as employed in Union County is a highly effective way of using court time and prosecutor time. In a jurisdiction such as this, where the court sets criminal dockets week-in and week-out, with one matter following another in rapid succession, the team approach seems to be an efficient use of resources.

The County Prosecutor, Mr. Asch, involves himself in almost all phases of his operation. He works on cases; he appears in court and meets with citizens, the Board of Freeholders and other county and local officials. He is active in most of the departmental decision-making in his office, examining complaints filed, occasionally interrogating suspects, and supervising much of the routine work flow in the office.

The value of this approach is that the Prosecutor is the hub of all activities in the office. By being interested and involved, without necessarily being interruptive, he has engendered a strong sense of loyalty and closeness on the part of his staff. The disadvantage of such a high degree of involvement,

however, is that the Prosecutor spends far too much of his valuable time being involved in minor matters. Such matters should be handled by the staff and should come to the Prosecutor's attention by routine reporting rather than by his specific involvement.

While some of this procedure is rooted in the Prosecutor's own personal style of administration it is a problem only because he has not been able to discover a system for making the office administration conform to his desires on a routine basis, without his personal involvement. Some suggestions in this area are mentioned under the recommendations section of this report.

Some mention should be made here of the need for early systematic involvement of the prosecutor in the cases which he is ultimately going to have to try. The effort of the Prosecutor to dispose of or modify cases prior to their calendaring in Superior Court has, up to this point, been rather minimal. At the time of our visit, Mr. Asch was considering this problem and the possibility of establishing a team of attorneys whose function would be the screening of cases at the earliest possible opportunity. This evaluation could take place at the time the case is assigned to the Prosecutor's office by the court administrator or at the preliminary examination.

The Prosecutor should be encouraged in this effort. Ultimate case quality and the size of the backlog can be controlled more effectively if the prosecutor can be involved at the earliest possible stage, before the case has consumed more of the public resources than it may deserve on its route toward disposition.

B. Administration

The team was generally impressed with the clerical handling of cases. While we made no attempt to interview all clerical persons, the members of the supervisory clerical staff that were interviewed appeared to be exceptionally competent, energetic and innovative. A well-controlled routine for the administration, location, handling, retrieval, and organization of case files seems to be in effect. Based on the experience of this team in conducting similar technical assistance visits we have seldom encountered a more capable head clerk.

Regarding the filing system, it has been our experience that the Diebold vertical automated file system has little value in terms of retrieval time and overall filing efficiency. Its one great asset is its efficient utilization of space. It is possible to contain

two to three times as many files in a given floor area with the Diebold system as with conventional file cabinets. Given this one advantage it is our opinion that these files are properly used in Union County where floor space is critical.

The use of the McBee card cross-index system is probably not adequate for the purpose for which it is intended. It makes a good record of cases by types of charge and by disposition but does not fulfill the task of maintaining current status of a case because of the time lag between the occurrence of a change of status and the ability of the system to record it. This deficiency has already been noted by the head clerk and there are plans in the future to change to a simple IBM card punch and sort system to do this task. This will not improve the ability of the system to provide current status and this function will probably be dropped, but the IBM card and mechanical sorter will permit the sort and punch function to occur much more rapidly than is now possible.

The central dictation system appears to be well received and is used to good effect. This system employs four receiving terminals manned by four typists, two of whom use MCST's. This procedure almost totally eliminates the need for some person to assign priorities for typing flow.

There is a 3 x 5 index card maintained for every case file as a cross-index to the file's location. This is used in addition to the McBee card which is strictly a quick reference on the case status. There is a problem with retrieval of case files when they are not in the file department. The method of files control is inadequate in terms of reporting transfer of files from one assistant to another. On occasion a fair amount of time may be spent locating and retrieving a particular file.

Another problem seems to be the lack of a routine system for keeping track of the work product in a file. Attorneys' notes and comments about various stages of the case are not organized in such a way that one can be certain what is intended by the note or whether in fact all notes are incorporated in the file in any point in time.

To demonstrate the lack of file control, the clerk who is actually responsible for control of the files is situated on the 10th floor when in fact the files are utilized by attorneys on the 7th, 8th and 9th floors. This arrangement is not conducive to a system for return of files to the person responsible for them in order that their status may be updated.

There is an administrative assistant prosecutor appointed to the County Prosecutor's staff. However, this position on the organization charts shows responsibility for the juvenile court. In practice, the individual functioning solely in this position tries cases and performs clerical functions, thereby appearing as administrative assistant in title only.

There is no clear and distinct line of authority for the administration of this office under the level of the County Prosecutor himself. The chief clerk in charge of office administration reports directly to the court administrator. There is a head clerk or chief secretary who reports to the chief clerk. However, beyond the personnel working in the central filing department, the clerical staff is actually very fragmented with some lines of responsibility, but in reality almost no administrative control.

The first assistant prosecutor tends to be responsible for the day-to-day running of the trial staff. He also backs up the County Prosecutor in matters that come to his attention but which, because of time restrictions, he cannot personally cover. There is no clear line of administrative authority from the County Prosecutor down to the supervisory staff.

A central and pervasive problem in the administration of this office is rooted in the decentralization of office facilities among three buildings (and six floors of one building) and the autonomy created by a large number of independent divisions so remotely situated. It became apparent during our visit that many decisions made at the top level, or the department levels (which affect other departments) frequently are not handed down until a crisis occurs. In other words, communication channels for policy and procedures are not clearly defined. Some attempt is being made to organize a policy and procedures manual, but by and large the task is far from complete and decision criteria and lines of authority are not clear. In fact, decisions are made on a case-by-case or instance-by-instance crisis basis.

This method of administration would not be problematic in a small office of three to five people who all work essentially in one area, where an awareness of each other's activities is possible. But in an office the size of this one, with 100 employees hidden in the nooks and crannies of six separate stories of a building, the lack of a well regulated and defined system becomes a problem almost impossible for the Prosecutor to cope with.

There is the basis in this office for fairly good statistical reporting procedures as a result of the number of defined checkpoints through which a file passes in its progress. Also the McBee card system is capable of generating certain kinds of data which, from our analysis, does not seem to be used for management decisions in any regular way at the present time.

C. Planning and Program Development

The concept of planning and developing programs for the future is probably the most difficult for most prosecutors to implement in their administrations. Most prosecutors find their time almost exclusively consumed by just meeting increasing demands as they appear at their door, with no time to consider a change in their operations. As a result, prosecutors tend to be reactive to their environment rather than capable of controlling

their environment. This in turn causes the kind of loose administration which most prosecutors endure.

The Union County Prosecutor's office is no exception to this syndrome. However, because of the past rate of growth and the previously mentioned facilities deficiencies (in spite of the aggressive and innovative nature of the Prosecutor), the lack of a sound planning function may be more serious than with other prosecutors. A good many of the resources are currently available in this office to inspire an active commitment to planning. Some of these resources are: the competent and creative supervisory attorney and clerical staffs; the availability and use of the basic complement of modern office equipment; the present employment of good file construction procedures; and the plans of the county to move ahead into automatic data processing.

In the three years since Karl Asch has come to office he has accumulated an impressive list of innovations which improve the capabilities of this office. His accomplishments are well respected by the courts he serves. The Prosecutor also seems to have good relationships with his state association, the Attorney General's office, and the legislature. These are vehicles which will be helpful in bringing about change as the result of an aggressive and planned approach to future

needs. There may be two exceptions to this list of those individuals and agencies with which Mr. Asch has good working relationships. The team sensed interagency problems with the large police agencies and the Board of Freeholders.

One of the areas in which a planning program might be helpful is the consideration of the future needs for facilities. It is possible that the current facilities fragmentation of the Prosecutor's office may present a special problem when developing organizational and administrative controls, now and in the future.

IV. CONCLUSIONS AND RECOMMENDATIONS

The following list of problem statements and recommendations is provided in the order in which the team feels they rank in importance to the effective functioning of the County Prosecutor in the pursuit of his own goals.

1. There is a critical need for formal and precise mechanisms to be established that will permit communication among all the fragmented departments of the office concerning, at a minimum, individual case preparation information and policy and procedures dissemination.

The construction of such an interdepartmental information program should begin with a query to each department head regarding the type and manner of information which would be most useful to him. From those responses, objectives could be set that would ensure the delivery of that information at the right time to the right person. Working backward from there, the practicalities of providing that information could be worked out in light of those objectives. If an outside consultant might be helpful in constructing such a program, the prosecuting attorney is encouraged to seek such assistance. Under those circumstances, Recommendation 4 could be combined with this one to provide a complete upward-downward and horizontal communications program.

2. Lines of authority and responsibility need to be clearly drawn. This recommendation is inherent in the needs of the first recommendation above and number 4, below, but it is set apart because it is a major task and should be emphasized as such. Brief, somewhat general, job descriptions should be created for the supervisory personnel. This can be initiated by asking each of these persons to describe their present responsibilities and duties as they see them.

It should be emphasized that such job descriptions are not intended to be, and should not be, restrictive when applied to a staff of professional attorneys. Their purpose is to describe the point at which one specialist's responsibilities and tasks must defer to the responsibility and authority of another. These lines of authority then provide the structure for the operation of the downward and interdepartmental communications program mentioned above. In drafting job descriptions, consideration should be given to language that will permit the executive staff to determine whether or not the job is in fact being performed and the lines of authority are being observed. The current organization chart tells the division head what his position is called, but not what its responsibilities are.

3. The office needs the services of a full-time, on-staff, executive level administrator. This position may or may not be filled by an attorney. The emphasis should be on appointing the type of person who can construct, supervise, and administer the information and reporting procedures and systems that these recommendations suggest. The present administrative assistant prosecutor does not serve this function on a full-time basis and in fact does not profess the

inclination to do so. He is basically a trial attorney and an excellent one and should not be dissuaded from making use of his talents in that direction. This position may have to be created anew in the staff structure, and it may be filled from either within or from outside the present staff of the Prosecutor's office.

The person who fills this position should operate at the top executive staff level in concert with the County Prosecutor and the chief assistant prosecutor in establishing policies, programs, procedures, and in assuming some responsibility for the running of this office.

An outline of the duties to be performed by this position is attached to this report for use as a guide only. Other duties will be drawn from some of those activities currently being performed by the administrative assistant prosecutor, the chief assistant prosecutor, the county prosecutor himself, and some of the division heads. There are other duties which should be performed which are not now being performed. These have to do with the construction, monitoring and implementation of data acquisition and data processing systems. Other responsibilities in this position might be to conduct research into the needs and responsibilities for alternative physical facilities for the Prosecutor's

office (discussed further in Recommendation 6 below).

Ideally, the County Prosecutor should be concerned with: a) overall office policy, b) interagency relationships, c) ultimate case disposition and, d) decisions regarding office policy based on information supplied to him on a routine basis by the office management information system. The chief assistant prosecutor should be concerned with the management of the attorney staff and the implementation of policies and procedures for the operations of the office. The executive administrator should be responsible for the interpretation of policies and procedures for the administrative functioning of the office and should be responsible for support staff and their activities. These three together would then decide upon and implement the planning and program development function.

4. The County Prosecutor should have available complete information regarding the status of all elements of the operations section of the office on a regular and frequent basis. This program is essential if the Prosecutor is going to be able to react positively to changes that occur in the implementation of his policies and procedures. Such a management information system should regularly and routinely advise the Prosecutor regarding such basic information as the number and type of cases handled, case progress to

to disposition, and types of disposition. This can be done through data and information generated at the staff attorney level.

Expanding on this kind of information, data can be provided for evaluation and training purposes based on the performance of departments, attorneys (staff and defense) and the courts. It is the opinion of the observing team that this office would be most amenable to the installation of a system similar to the PROMIS system (Prosecutor Management Information System) currently in operation in Washington, D.C. This system provides the Prosecutor with daily and weekly information regarding the status of all cases in the system. It assigns priorities to those cases so that the limited resources available can be properly distributed among the cases with the highest priority. This procedure is designed to reflect the priorities of the Prosecutor in the handling of every case.

The County Prosecutor's office already has some of the elements necessary for the construction of such a system. File identification numbers are common to every case file making it easy to key a computer program to every case. To install a

sophisticated and large system similar to PROMIS in this office would require a substantial outlay of funds which possibly could be obtainable through an LEAA Grant.

It is the recommendation of this team, however, that the Union County Prosecutor should appoint an executive administrator to install a basic manual management information system similar to one suggested in the statistical package accompanying this report. Such efforts would be beneficial in the short and long run as this statistical package is the basis for the automated PROMIS system. The advantage of starting now in a manual mode would be that the experience gained from the operation of the system would be invaluable when automating later on when resources are available.

5. There is a distinct need for clarification between the Prosecutor's office and the major police agencies in this county regarding their respective roles and objectives. It is the recommendation of the TA team that the Prosecutor take the initiative in establishing some sort of regular communication device, such as frequent informal meetings, between himself and key police department heads. Further, some routine feedback system to the police department should

be set up to advise them of the Prosecutor's decision when a case is declined for presentment. The Prosecutor should act in an advisory capability to the police regarding, not only disposition of cases, but also policy changes that might affect that police agency. These suggestions are intended to open lines of communication between the Prosecutor and police for routine matters.

6. It is clear that the Prosecutor's facilities are inadequate. His staff is scattered throughout the county and the courthouse building. While this is a situation that is not largely within the Prosecutor's own ability to control, we would recommend that he work diligently to make clear his need for centralized facilities.

7. We would encourage the County Prosecutor to make greater use of para-legals and law intern study programs. Such programs would help provide the staff necessary for the implementation of some of the above recommendations and would provide needed assistance in research and early case evaluation.

8. We would suggest that the trial teams be rotated among the various courts so that no more than six months is spent assigned to one judge. This would avoid the problem of a judge and "his" prosecutors becoming too

familiar with each other's habits. According to our finding, such a rotation plan would be welcomed by some of the Superior Court judges.

V. SUMMARY

The team was very much impressed with Prosecutor Asch's energy, innovativeness and public spirit. He has developed a competent and hard-working staff. This staff is the most highly motivated of any observed by this team to date. The Prosecuting Attorney now needs the administrative tools and facilities to permit his energies and policies to permeate all levels of his office's activities. The recommendations listed are directed toward the accomplishment of that task.

It should be mentioned here that Mr. Asch has taken the first step in achieving these goals by taking advantage of the resources available to him through LEAA and the National Center for Prosecution Management. He is to be commended for his sincerity and interest in improving office management skills. The Technical Assistance Program, we feel, is an excellent way for the Prosecutor to identify management problems and initiate evaluations of his office procedures.

The National Center for Prosecution Management appreciates this opportunity to assist the County Prosecutor and is willing to assist him in any manner to pursue the goal of excellence in prosecution management.

END