

Annual Performance Report

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Office of the State Public Defender

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Colorado State Public Defender

Performance Evaluation

General Description

Mission

The single overriding role of the Office of the State Public Defender is to fulfill requirements outlined in the United States and Colorado Constitutions as well as in Colorado Statutes, which establish the right to a level of criminal defense counsel services for indigent individuals charged with the commission of a crime in Colorado that is commensurate with the level of services available to those that are not indigent and in accordance with the American Bar Association standards relating to the administration of criminal justice, the defense function.

Vision

The Office of the State Public Defender's vision is to develop, maintain and support our passionate and dedicated team so that they can continue providing the best possible quality of criminal defense representation for each and every one of our clients.

Description

The Office of the State Public Defender (OSPD) is a single purpose program that is devoted to providing reasonable and effective criminal defense representation to indigent persons charged with crimes except where there is a conflict of interest. They are indigent people who are faced with the possibility of incarceration who are unable to afford private counsel and without counsel would otherwise be denied their constitutional right to a fair trial. A critical element in meeting these requirements is the need to maintain the attorney-client relationship. Attorneys, investigators and legal support staff are necessary to provide effective representation of counsel as mandated by the federal and state constitutions, Colorado Revised Statutes, Colorado Court Rules, American Bar Association standards, and the Colorado Rules of Professional Conduct. The OSPD system is the most efficient means of meeting these requirements.

The OSPD is an independent agency within the Judicial Branch of Colorado State Government. The Court makes the appointment when a defendant qualifies for public defender services pursuant to applicable case law and Chief Justice Directives.

To support the OSPD in the representation of their cases, in FY2015-16, the OSPD was appropriated \$86,828,235 and FTE of approximately 783. This is comprised of 488 attorneys; 148 investigators, paralegals and social workers (including 8 social workers dedicated to juvenile work); 114 administrative assistants and 32 centralized management and support positions.

Priorities

In keeping with the Office's mission and vision, we have developed the following goals, strategies and measures.

Goals:

1. Hire and retain a sufficient number of high quality staff to effectively manage the assigned caseload.
2. Provide high quality and sufficient quantity of staff development, training, new technology and other resources to adapt our response to

3. the ever-changing landscape and criminal justice atmosphere so that our legal services are commensurate with what is available for non-indigent clients.
4. Provide effective legal representation in both trial court and appellate cases.

Strategies:

1. Hire a sufficient number of high quality staff and retain an adequate level of experienced staff in order to effectively manage the assigned caseload.
2. Track and analyze trends in caseloads and adjust staffing levels.
3. Provide training to address the changing legal climate and reach critical staff.
4. Continually evaluate administrative processes and organizational infrastructure needs such as office space, technology and staffing.
5. Work all cases as efficiently as possible, while retaining a high quality of effective and reasonable representation.

Performance Measures

		FY 13-14 (actual)	FY 14-15 (actual)	FY 15-16 (projected)	FY 16-17 (projected)	FY 17-18 (projected)
MEASURE 1:	Target	112,447	132,270	132,500	138,228	144,568
Number of new trial court cases.	Actual	115,107	126,947			
MEASURE 2:	Target	140,320	159,575	166,589	173,019	180,153
Number of active trial court cases.	Actual	142,907	159,814			
MEASURE 3:	Target	100%	100%	100%	100%	100%
Percent of trial court attorney staff allocated vs. total required for closed trial court cases.	Actual	96.1%	92.3%			
MEASURE 4:	Target	480	480	480	480	480
Number of attorney applications received.	Actual	722	615			
MEASURE 5:	Target	100%	100%	100%	100%	100%
Percent of total attorney staff allocated vs. total required for closed trial court cases and active appellate cases.	Actual	93.2%	92.2%			
MEASURE 6:	Target	12%	12%	12%	12%	12%
Annual rates of attrition:						
Attorneys	Actual	9%	12%			
Investigators	Actual	7%	8%			
Administrative Assistants	Actual	16%	18%			
Total All Employees	Actual	9%	11%			
MEASURE 7:	Target	70%	70%	70%	70%	70%
Percent of experienced, fully capable staff (journey level or higher):						
Attorneys	Actual	41%	41%			
Investigators	Actual	45%	44%			
Legal Assistants	Actual	46%	45%			
Total All Employees	Actual	44%	44%			

		FY 13-14 (actual)	FY 14-15 (actual)	FY 15-16 (projected)	FY 16-17 (projected)	FY 17-18 (projected)
MEASURE 8: Percent compliance with minimum standards for total staffing requirements	Target	100%	100%	100%	100%	100%
	Actual	84.0%	86.2%			
MEASURE 9: Maintain established standard percentages for reasonable staff supervision, management and development	Target	12%	12%	12%	12%	12%
	Actual	9.2%	8.6%			
MEASURE 10: Number of new appellate cases.	Target	597	592	576	576	576
	Actual	573	533			
MEASURE 11: Number of active appellate cases.	Target	<i>n/a</i>	<i>n/a</i>	2,299	2,322	2,264
	Actual	2,341	2,282			
MEASURE 12: Percent of appellate attorney staff allocated vs. total required for active appellate cases.	Target	100%	100%	100%	100%	100%
	Actual	69.6%	91.5%			
MEASURE 13: Number of trial court cases closed.	Target	121,449	127,879	129,805	134,906	140,512
	Actual	110,044	124,416			
MEASURE 14: Days of training provided.	Target	137	106	135	135	135
	Actual	137	162			
MEASURE 15: Number of CLE credits provided.	Target	15	15	15	15	15
	Actual	15	17			
MEASURE 16: Hours of ethics training provided, focusing on Colorado criminal law.	Target	3	3	3	3	3
	Actual	3	3			
MEASURE 17: Number of administrative processes and organizational infrastructure evaluations performed.	Target	15	15	15	15	
	Actual	15	16			
MEASURE 18: Number of appellate cases for which an Opening Brief has been filed.	Target	471	507	502	502	502
	Actual	367	422			
MEASURE 19: Number of backlogged appellate cases.	Target	697	703	681	624	566
	Actual	749	738			

The OSPD's Performance Plan dated July 01, 2015 can be viewed at:
http://pdweb.coloradodefenders.us/index.php?option=com_rubberdoc&view=doc&id=112&format=raw&Itemid=121