



**JUDICIAL BRANCH**

**OFFICE OF THE**

**ALTERNATE DEFENSE COUNSEL**

**Fiscal Year 2017-2018**  
**August 01, 2017**

**Performance Management System**

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### **Agency Background:**

The United States and Colorado Constitutions provide every accused person with the right to be represented by counsel in criminal prosecutions. U.S. Const., amend. VI; Colo. Const., art. II, §16. This constitutional right has been interpreted to mean that counsel will be provided at state expense for indigent persons in all cases in which incarceration is a possible penalty. The Office of the Alternate Defense Counsel (OADC) was established pursuant to C.R.S. § 21-2-101, et. seq. as an independent governmental agency of the State of Colorado Judicial Branch. The OADC is funded to provide legal representation for indigent persons in criminal and juvenile delinquency cases in which the State Public Defender has a conflict of interest.

### **Statutory Mandate/Directive:**

The Office of the Alternate Defense Counsel is mandated by statute to "provide to indigent persons accused of crimes, legal services that are commensurate with those available to non-indigents, and conduct the office in accordance with the Colorado Rules of Professional Conduct and with the American Bar Association Standards relating to the administration of criminal justice, the defense function." C.R.S. § 21-2-101(1) (emphasis added).

### **FY 2017-18 Timeline:**

July/ August 2017	- Research, Complete, and post the Performance Management System on the Office of the Alternate Defense website.
September 2017	- Review Agency Data/Information, comments, and observations obtained throughout the fiscal year with regards to increased efficiency and lean government tactics. - Solicit feedback from Agency employees.
October 2017	- Review Core Objectives and Performance Measures and evaluate and amend as needed. - Prepare FY18-19 Budget.
November 2017	- Research, Complete, and post the Agency Performance Report on the Agency's website. - Submit Agency FY18-19 Budget Request to JBC
November/ December 2017	- Present to Joint Judiciary Committee as required by C.R.S. §2-7-203
January - March 2018	- Review employee job descriptions to ensure accuracy and revise as necessary. - Each employee completes a self-evaluation. - Conduct formal performance assessment meeting with each employee, including a discussion of contributions, competencies, goals, and growth opportunities. - Agree on action plan. - Finalize employee performance evaluation document.
April 2018	- Solicit feedback from Agency contractors
June 2018	- Update Agency Performance Plan
July 2018	- Post Agency Performance Plan

## Process Map:

### Office of the Alternate Defense Counsel - Strategy / Process Map

<b>Vision</b>	To foster high-quality, cost-effective legal representation for indigent defendants and juveniles through exemplary training, thorough evaluation, and the effective use of modern technology.		
<b>Mission</b>	The mission of the OADC is to provide indigent individuals (adults and juveniles) charged with crimes the best legal representation possible. This representation must uphold the federal and state constitutional and statutory mandates, ethical rules, and nationwide standards of practice for defense lawyers. As a state agency, the OADC strives to achieve this mission by balancing its commitment to insuring that indigent defendants and juveniles receive high quality, effective legal services with its responsibility to the taxpayers of the State of Colorado.		
<b>Goals</b>	I. Promote a culture of excellence in criminal and juvenile defense.	II. Provide superior legal and technological resources.	III. Cost Containment
<b>Strategies</b>	A. Increase compensation rates for contractors.	A. Update and maintain a robust Web-based Legal, Social Science and Juvenile Library.	A. Provide ancillary services to reduce attorney hours and average cost per case.
	B. Provide ongoing training.	B. Provide innovative Law Practice Management support to contractors.	B. Provide centralized dissemination of legal research and information.
	C. Conduct periodic evaluations of contractors.	C. Legal research and writing support.	C. Institute paperless options to improve administrative efficiency.
		D. Offer online legal research. Includes Westlaw and Data Access.	D. Fraud, Waste, & Abuse Prevention.