

**Public Defender  
FY 2014 - 16 Performance Plan**

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**I. Mission Statement**

The mission of the Office of the Public Defender is to provide effective and innovative legal services for clients by protecting their constitutional rights, treating them with respect and encouraging them to lead productive and positive lives.

**II. Department Overview**

The Office of the Public Defender is the County law office that provides legal representation for those whose indigent status restricts their ability to afford counsel. Public Defender staff represents clients in felony, misdemeanor, juvenile, and family support cases, as well as in cases involving mental health or probate code conservatorship actions. The office is committed to ensuring representation that meets the constitutional, statutory, and decisional requirements of law that guarantee every indigent person effective assistance of counsel before the courts.

The Public Defender includes the following programs:

- Collaborative Justice
- Defense Services

**III. Program Description and Responsibilities**

**Collaborative Justice**

In collaboration with the Marin County Superior Court, the District Attorney, Probation, and Health and Human Services departments, the Public Defender has implemented collaborative justice court models, including the Adult Drug Court, Juvenile Drug Court, the Support and Treatment After Release (STAR), and Mentally Ill Offender Court and Treatment Program. These collaborative, problem-solving courts coordinate the treatment and rehabilitation of offenders by focusing on the health and social issues that are often the underlying causes of criminal conduct.

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Offenders must meet acceptance guidelines to participate in each court and enrollment is limited. Participants must follow a treatment program, submit to intense court monitoring and meet certain goals and standards to "graduate" from the court. Participating departments meet weekly with the presiding judge to discuss the progress of participants prior to holding weekly sessions where participants check in with the judge and may face penalties for variance from the program's requirements.

### **Defense Services**

Defense Services is the primary program within the Public Defender's Office and its focus is to provide competent legal services to indigent clients facing felony, misdemeanor, juvenile, family support, probate or conservatorship court actions.

### **IV. Accomplishments for FY 2013-14**

- Awarded the "Be The Dream" award by the Marin Grassroots Equity Advisory Committee
- Worked to incorporate leadership accountability into the department's day-to-day operations
- Collaborated with County stakeholders on numerous initiatives, including domestic violence and drug abuse prevention
- Held informative community forums on immigration issues

### **V. Key Challenges and Outstanding Issues**

- Responding to changing court procedures
- Meeting the demands of community outreach requests
- Fully utilizing the department's technological resources for data gathering
- Preparing for potential office move issues as the Sheriff relocates to Marin Commons

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**VI. Performance Plan**

Department Goal	Countywide Goal
<b>Goal I: Work with County staff to create a flatter, responsive, and collaborative organization</b>	IX. Managing for Results

Initiative Description	Program(s)
Establish an office committee to help facilitate communication among working units in the department in FY 2014-15	Department-Wide

**Program:** Department-Wide

**Objective:** Improve communication among working units in the Office of the Public Defender

<b>Workload Measures</b>	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16
	Actual	Actual	Actual	Target	Target	Target
Number of committee meetings held	N/A	N/A	N/A	N/A	10	10
Number of items addressed by committee outreach	N/A	N/A	N/A	N/A	5	5

  

<b>Effectiveness Measures</b>	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16
	Actual	Actual	Actual	Target	Target	Target
Percentage of employees reporting better communication across units	N/A	N/A	N/A	N/A	70%	70%

**Story Behind Performance:**

In the last employee survey, our employees spoke about the need for increased communication among different units in the office. This committee will work to increase awareness of communication styles and other methods to create respectful and effective office communications.

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Department Goal	Countywide Goal
<b>Goal II: Promote legal excellence through professional development, effective use of resources and incorporation of technological innovation</b>	VI. Excellent Customer Service

Initiative Description	Program(s)
Collect data that demonstrates the work done by staff, utilizing the software "Gideon"	Defense Services
Implement an investigator drop down to gather data on the work done by investigators	Defense Services
Ensure that all client-centered work is acknowledged and appreciated	Defense Services

**Program:** Defense Services/Collaborative Justice

**Objective:** Track and report out the work done by staff regarding mental health, substance abuse, and veteran assistance

Workload Measures	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16
	Actual	Actual	Actual	Target	Target	Target
Number of data entries into Gideon regarding specific work done on cases	N/A	N/A	N/A	N/A	1,000	1,500
Number of employees inputting data into Gideon regarding specific work done on cases	N/A	N/A	N/A	N/A	25	30

  

Effectiveness Measures	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16
	Actual	Actual	Actual	Target	Target	Target
Percentage of performance evaluations acknowledging data collected from Gideon	N/A	N/A	N/A	N/A	100%	100%

**Story Behind Performance:**

The goal of this objective is to analyze data that captures important employee legal work. The department will reward compliance with these targets through its evaluation process.

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Department Goal	Countywide Goal
<b>Goal III: Utilize holistic, therapeutic, and restorative justice solutions in the handling of all cases</b>	II. Safe Communities

Initiative Description	Program(s)
Collect data related to the sealing of juvenile client records	Defense Services
Develop a procedure that ensures all measures are being taken to seal juvenile client records	Defense Services

**Program:** Defense Services

**Objective:** Ensure all juvenile client records are sealed.

<b>Workload Measures</b>	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16
	Actual	Actual	Actual	Target	Target	Target
Number of letters sent to juvenile clients informing them of the record sealing process	N/A	N/A	N/A	N/A	100	50
<b>Efficiency Measures</b>	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16
	Actual	Actual	Actual	Target	Target	Target
Percentage of juvenile clients who received letters that have their records sealed	N/A	N/A	N/A	N/A	100%	100%
<b>Effectiveness Measures</b>	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16
	Actual	Actual	Actual	Target	Target	Target
Number of follow-up attempts to ensure clients submit provided paperwork	N/A	N/A	N/A	N/A	50	50

**Story Behind Performance:**

Sealing juvenile client records provides privacy protection for our juvenile clients. Once sealed the records cannot be accessed by others without a court order. To implement this objective our department will inform all juvenile clients of their rights to seal and develop office procedures to ensure that our juvenile clients complete the requisite sealing paperwork.

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**Program:** Defense Services

**Objective:** Provide outreach and service to the community.

	<b>Workload Measures</b>	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16
		Actual	Actual	Actual	Target	Target	Target
	Number of community events attended	N/A	N/A	N/A	N/A	10	12
	Number of employees attending community events	N/A	N/A	N/A	N/A	5	6
	<b>Efficiency Measures</b>	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16
		Actual	Actual	Actual	Target	Target	Target
	Percent of employees who attended events reporting that attendance furthered office mission	N/A	N/A	N/A	N/A	90%	90%

**Story Behind Performance:**

The objective will ensure that the department maintains evidence-based data that demonstrates how staff is serving the community.

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