

Public Defender Department Strategic Business Plan

Vision

Pinal County Government provides progressive and proactive leadership in the areas of economic development, state-of-the-art technologies, growth management, and public services to promote healthy and safe communities.

COUNTY MISSION

Pinal County Government protects and enhances its citizens' quality of life by providing public services in an ethical, efficient, and responsible manner delivered by a motivated, skilled, and courteous workforce.

DEPARTMENT MISSION

The mission of the Office of the Pinal County Public Defender is to provide individual legal representation and advocacy services to assigned indigent adults charged with crimes, juveniles charged with acts of delinquency, persons petitioned for involuntary mental health services, and members of the community so our clients can achieve optimal results in resolution of their legal matters, thereby safeguarding the constitutional rights of the community as a whole.

ISSUE STATEMENTS

Issue 1 – Increasing Case Assignments

Trends increasing case assignments, including:

- Growth in Pinal County
- Increase in the incidence and complexity of crime
- Bad economy which produces vacant properties and more indigent clients
- A lack of prevention services

will, if not addressed, result in more indigent cases assigned to private counsel providing less efficient and effective representation.

Issue 2 – Workload

A projected increase in retirements, specialty courts, and non-productive court time, combined with the projected expansion of court sites and increased time required in plea negotiations will, if not addressed, result in:

- Decreased quality of representation
- Decreased coordination in juvenile court services
- Decreased ability to accept capital (death penalty) cases
- Decreased ability to develop programs that improve the judicial system

Issue 3 – Inefficient Work Process

The continuing trend of the Public Defender's office being physically isolated from the judicial system in an inefficient and antiquated building will, if not addressed, result in:

- Diminished interaction with other people in the judicial system
- Inadequate space to house projected staff expansion
- Inefficient work process due to building design

STRATEGIC GOALS

Strategic Goal 1 – Effective Representation (Issues 1, 2)

By 2012, Pinal County will benefit from effective client representation as indicated by:

- 95% of clients file reviews will show appropriate legal analysis, documentation and client contact

Strategic Goal 2 – Efficient Representation (Issues 1, 2)

By 2012, Pinal County will benefit from an efficient judicial system as evidenced by:

- 90% of adult felony cases resolved within 180 days or less of arraignment

Strategic Goal 3 – Special Needs Offenders (Issue 2)

By 2012, Pinal County will benefit from a more systematic approach towards special needs offenders as indicated by:

- *% of drug court graduates that are not convicted of felony drug related charges in Pinal County within two years of graduation
- *% of Juvenile Drug Court graduates that are not found guilty of a drug related felony in Pinal County within two years of graduation
- *% of clients who continue mental health treatment for one year after graduation

CROSS CUTTING ISSUES

Issue 1: Reduction in Court Appearances per Juvenile Clients

Goal 1: Effective Representation

Cross Cutting With: County Attorney, Judiciary, Juvenile Probation

Needs: The Office of the Pinal County Public Defender needs more timely petitions, police reports, and plea offers from the County Attorney; for the Judiciary to allow for pleas at advisory appearances (first appearance); for Juvenile Probation to allow for use of verbal dispositions where appropriate.

Issue 2: Reducing Costs of Presentence Incarceration

Goal 1: Efficient Representation

Cross Cutting With: Judiciary, County Attorney, Clerk of the Superior Court, Pinal County Sheriff Office Detention, Adult Probation

Needs: The Office of the Pinal County Public Defender needs from the Judiciary more releases of non-violent offenders pending trial, more timely rulings on motions to withdraw and more timely change of pleas; for the County Attorney to provide more timely disclosure of unscheduled arraignment cases, more timely plea offers, and more timely filings of post initial appearance out of custody cases; more timely minute entries from the Clerk of the Superior Court; for the Clerk of the Superior Court and Pinal County Sheriff Department Detention to coordinate an increase in in-custody clients attending their scheduled court appearances; and for the Adult Probation Department to reduce the time needed from change of plea to sentencing for in-custody clients.

Issue 3: Inefficient Work Process

Public Defender's office being physically isolated from the judicial system in an inefficient and antiquated building is resulting in inconvenient access and diminished consultation time with clients in and out of custody and inefficient work processes. Inadequate space to house projected staff expansion.

Goals 1, 2: Effective and Efficient Representation

Cross Cutting With: All Court entities and County Master Facilities Committee

Needs: Plan for building of adequate facilities near the County courthouse

DEPARTMENT ORGANIZATION

1. Administrative Program

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- 1.2. Reserved Activity
- 1.3. Training Activity, page 9
- 1.4. Records Management Activity, page 10
- 1.5. Vehicle Management Activity, page 11
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2. Criminal Representation Program

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3. Civil Representation Program

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4. Specialty Court Program

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PROGRAMS

Administrative Program

Purpose Statement The purpose of the Administrative Program is to provide human resource, finance, budget, purchasing, records management, vehicle management and purchasing services to Pinal County departments so they can cost effectively manage their resources to achieve the planned results.

Key Results

- 98% of all employee appraisals will be submitted to Human Resources by the end of January due date
- 85% of training dollars spent that directly align to County or Department strategic goals
- 100% of record series managed in compliance with legal and policy requirements as determined by the Arizona State Library of Archives
- 95% of department vehicles with preventative maintenance performed as scheduled
- 95% of department vehicles operated more than 10,000 miles per year
- 90% of non-construction payment authorizations entered into the system within three business days of receipt of goods.
- 100% of applicable Key Results achieved.
- 75% of surveyed customers who say they are satisfied or very satisfied with the services provided by the Office of the Pinal County Public Defender.

Criminal Representation Program

Purpose Statement The purpose of the Criminal Representation Program is to provide legal advice, information and representation services to indigent persons charged with crimes so they can receive the appropriate legal advice and representation.

Key Results

- 90% of client file reviews that show appropriate legal analysis, client contacts, and documentation

Civil Representation Program

Purpose Statement The purpose of the Civil Representation Program is to provide information, advocacy, and problem resolution services to individuals who are court ordered to undergo involuntary psychiatric evaluation or involuntary mental health treatment so they are not illegally deprived of their constitutional right to freedom.

Key Results

- 90% of file reviews that show appropriate legal analysis and documentation

Specialty Court Program

Purpose Statement The purpose of the Specialty Court Program is to provide information, advocacy, and problem resolution services to indigent persons charged with crimes and the community so they can benefit from reduced recidivism.

- Key Results**
- *% of clients who are not convicted of a felony in Pinal County within one year of graduation
 - *% of Adult Drug Court graduates are not convicted of felony drug related charges in Pinal County within two years of graduation
 - *% of Domestic Violence Court graduates who are not convicted of felony domestic violence related charges in Pinal County within two years of graduation
 - *% of Juvenile Drug Court graduates who are not found guilty of a drug related felony in Pinal County within two years of graduation (number of Juvenile Drug Court graduates that are not found guilty of a drug related felony in Pinal County within two years of graduation / total number of Juvenile Drug Court graduates)

ACTIVITIES

1. Administrative Program

Purpose Statement The purpose of the Administrative Program is to provide human resource, finance, budget, purchasing, records management, vehicle management and purchasing services to Pinal County departments so they can cost effectively manage their resources to achieve the planned results.

Section 1.1. Human Resources Activity

Activity Purpose Statement The purpose of the Human Resource Activity is to provide employee selection, evaluation and support services to department management so they can manage, evaluate, and retain a qualified and diverse workforce.

Activity Services	<ul style="list-style-type: none"> • Candidate Selection Recommendations • Job Postings • Policy Interpretations • Employee Relations Management • Employee Interviews • Grievance hearings • Employee Inquiry Responses 	<ul style="list-style-type: none"> • Performance Appraisals/ Evaluations • Employee Assistance Referrals • Employee Orientation Sessions • Exit Interviews • Personnel Reports • Police and Procedure Updates • Employee Awards • “Silent Whistle” Investigations
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Family of Measures	<p><u>Results</u></p> <p>1. 98% of all employee appraisals will be submitted to Human Resources by the end of January due date (# of employee appraisals submitted by due date/total # of appraisals)</p> <hr/> <p><u>Outputs</u></p> <p>1. 25 employee appraisals submitted on/by due date</p> <hr/> <p><u>Demands</u></p> <p>1. 25 employee appraisals anticipated to be submitted</p> <hr/> <p><u>Efficiencies</u></p> <p>N/A</p>
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Activity Manager(s) • Mary Wisdom

Activity Budget \$x,xxx,xxx

Section 1.2. Reserved

1. Administrative Program

Purpose Statement The purpose of the Administrative Program is to provide human resource, finance, budget, purchasing, records management, vehicle management and purchasing services to Pinal County departments so they can cost effectively manage their resources to achieve the planned results.

Section 1.3. Training Activity

Activity Purpose Statement The purpose of the Training Activity is to provide department specific skill development and safety training services to the department's employees so they can benefit from a variety of programs/sessions that continually allows them to improve on their job related skill set.

Activity Services

- Training Sessions
- Safety Training Sessions
- Employee Handbooks
- Training Assessments
- Training Records
- Training Schedules/Arrangements

Family of Measures

1. 85% of training dollars spent that directly align to County or Department strategic goals. (# of training dollars spent that directly align to County or Department strategic goals / total number of training dollars spent)

Outputs

1. Training \$ spent that directly align to County or Department strategic goals

Demands

1. Training \$ spent that directly align to County or Department strategic goals anticipated to be spent

Efficiencies

1. Training Activity \$ spent that directly align to County or Department strategic goals

Activity Manager(s)

- Marcia Fixel

Activity Budget \$x,xxx,xxx

1. Administrative Program

Purpose The purpose of the Administrative Program is to provide human resource,

Statement finance, budget, purchasing, records management, vehicle management and purchasing services to Pinal County departments so they can cost effectively manage their resources to achieve the planned results.

Section 1.4. Records Management Activity

Activity Purpose Statement The purpose of the Records Management Activity is to provide record retention, disposal and retrieval services to departments so they can access, provide, retain and dispose of records in a timely manner and as legally required.

- Activity Services**
- Record Archives
 - Record Disposals
 - Record Disposition Authorizations
 - Records Destruction List
 - Records Inventory
 - Records Requests Responses

Family of Measures

Results

1. 100% of record series managed in compliance with legal and policy requirements as determined by the Arizona State Library of Archives.
(# of record series managed in compliance with legal and policy requirements / total # of records series managed)

Outputs

1. 43 of record series in compliance with legal and policy requirements

Demands

1. 43 of record series anticipated to be in compliance

Efficiencies

1. \$ Records Management Activity expenditure per record in compliance

Activity Manager(s) • Lisa Lauria

Activity Budget \$x,xxx,xxx

1. Administrative Program

Purpose Statement The purpose of the Administrative Program is to provide human resource, finance, budget, purchasing, records management, vehicle management and purchasing services to Pinal County departments so they can cost effectively manage their resources to achieve the planned results.

Section 1.5. Vehicle Management Activity

Activity Purpose Statement The purpose of the Vehicle Management Activity is to provide maintenance scheduling, reporting and vehicle requirement definition services to the department so they can have cost effective and safe vehicles.

Activity Services

- Vehicle Maintenance and Repair Service Schedules
- Vehicle Utilization Reports
- Maintenance Records
- Fleet Credit Card Usage Reports
- Vehicle Usage Assessment

Family of Measures

Results

1. 95% of department vehicles with preventative maintenance performed as scheduled
(# of department vehicles with preventative maintenance performed as scheduled/ total department vehicles)
2. 95% of department vehicles operated more than 10,000 miles per year
(# of department vehicles operated more than 10,000 miles per year/ total department vehicles)

Outputs

1. 4 department vehicles operated

Demands

1. 4 department vehicles anticipated to be operated
2. 0 department vehicles operated more than 10000 miles a year

Efficiencies

1. \$ Vehicle Management Activity expenditure per vehicle operated

Activity Manager(s) • **Marcia Fixel**

Activity Budget \$x,xxx,xxx

1. Administrative Program

Purpose Statement The purpose of the Administrative Program is to provide human resource, finance, budget, purchasing, records management, vehicle management and purchasing services to Pinal County departments so they can cost effectively manage their resources to achieve the planned results.

Section 1.6. Financial Services Activity

Activity Purpose Statement The purpose of the Financial Services Activity is to provide financial, budget information and purchasing services to department managers so they can ensure efficient use of County resources.

Activity Services	<ul style="list-style-type: none">• Grant Reports• Grant Applications• Grant Programmatic Progress Reports• Payment Authorizations• Employee Reimbursement Authorizations	<ul style="list-style-type: none">• Year-end Accounting Records• Cash Receipts• Budget Proposal• Spending Requests• Appropriation Adjustments• Expenditure Projections• Performance Reports
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Family of Measures

Results

1. 90% of non-construction payment authorizations (requisitions) entered into the system within three business days of receipt of goods.
(# of payment authorizations entered on the date of receipt of goods/total payment authorizations)

Outputs

1. 5 of payment authorizations received within three business days of physical receipt of item(s)

Demands

1. 5 of payment authorizations (requisitions) anticipated to be entered into the system

Efficiencies

1. \$ Financial Services Activity per payment authorization entered within three business days

Activity Manager(s) • **Marcia Fixel**

Activity Budget \$X,XXX,XXX

1. Administrative Program

Purpose Statement The purpose of the Administrative Program is to provide human resource, finance, budget, purchasing, records management, vehicle management and purchasing services to Pinal County departments so they can cost effectively manage their resources to achieve the planned results.

Section 1.7. Department Director Activity

Activity Purpose Statement The purpose of the Department Director Activity is to provide results oriented leadership and management services to Pinal County residents and businesses so they can benefit from effective and efficient County services.

Activity Services	<ul style="list-style-type: none">• Reports• Direction• Employee Supervision Meeting• Inquiry Responses• Strategic Business Plans• Issue Resolutions• Special Projects	<ul style="list-style-type: none">• Budgets• Department Structures• Policies/Procedures• Employee Evaluations• Program Evaluations• Recommendations• Leadership
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Family of Measures

Results

1. 100% of applicable Key Results achieved
(# of applicable key results achieved/total # of key results)
2. 75% of surveyed customers who say they are satisfied or very satisfied with the services provided by the Public Defender Department.
(# of respondents who state they are satisfied or very satisfied with the departments services/total # of respondents)

Outputs

1. 25 customers responding to the department survey

Demands

1. 20 customers expected to respond to the survey

Efficiencies

1. \$ Department expenditures per customer served

Activity Manager(s)

- Mary Wisdom
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Activity Budget \$x,xxx,xxx

2. Criminal Representation Program

Purpose Statement The purpose of the Criminal Representation Program is to provide legal advice, information and representation services to indigent persons charged with crimes so they can receive the appropriate legal advice and representation.

Section 2.1. Adult Misdemeanor Activity

Activity Purpose Statement The purpose of the Adult Misdemeanor Activity is to provide preparation of pleadings, legal advice, information and court representation services to indigent persons charged with misdemeanor offenses in justice court so they can have the legal analysis, advice, and advocacy they need to make informed decisions.

Activity Services

- Court Appearances
- Motions
- Client consultations
- Telephone Consultations
- Plea Agreements
- Special Actions and Appeals
- Subpoenas
- Telephone Inquiry Responses
- Investigation Reports
- Case Resolutions

Family of Measures

Results

1. 85% of client file reviews that show appropriate legal analysis, client contact, and documentation
(number of client file reviews that show appropriate legal analysis, client contact, and documentation / total number of file reviews)

Outputs

1. 500 cases resolved

Demands

1. 500 case appointments anticipated

Efficiencies

1. \$ Adult Misdemeanor Activity expenditures per case resolved

Activity Manager(s)

- Mary Wisdom

Activity Budget \$x,xxx,xxx

2. Criminal Representation Program

Purpose Statement The purpose of the Criminal Representation Program is to provide legal advice, information and representation services to indigent persons charged with crimes so they can receive the appropriate legal advice and representation.

Section 2.2. Adult Felony Representation Activity

Activity Purpose Statement The purpose of the Adult Felony Representation Activity is to provide case evaluation and client consultation and advocacy services to appointed clients so they can have the information they need to make informed decisions.

Activity Services	<ul style="list-style-type: none">• Motions• Transport Motions• Habeas Petitions• Telephone Inquiry Responses• Telephone Consultations• Motion to Correct Minute Entries• Sentencing Memoranda• Plea Agreements• Court Appearances• Case Resolutions• Specialty Court Assignments	<ul style="list-style-type: none">• Client Consultations (Jail – Contact)• Client Consultations (Jail)• Office Client Consultations• Diversion Representations• Appeals• Subpoenas• Special Actions• Investigative Reports• Psychiatric Evaluations• Transport Orders•
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Family of Measures

Results

1. 85% of file reviews that show appropriate legal analysis, client contracts and documentation
(# of file reviews that show appropriate legal analysis, client contracts and documentation/total # of files reviewed)
2. 70% of adult felony cases resolved within 180 days or less of arraignment
(# of adult felony cases resolved within 180 days or less of arraignment/total number of adult felony cases resolved)

Outputs

1. 1500 case resolutions
-

Demands

1. 1500 cases anticipated to be assigned
-

Efficiencies

1. __\$ Adult Felony Representation Activity per case resolution
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Activity Manager(s) • **Mary Wisdom**

Activity Budget \$x,xxx,xxx

2. Criminal Representation Program

Purpose Statement The purpose of the Criminal Representation Program is to provide legal advice, information and representation services to indigent persons charged with crimes so they can receive the appropriate legal advice and representation.

Section 2.3. Juvenile Court Activity

Activity Purpose Statement The purpose of the Juvenile Court Activity is to provide preparation of pleadings, legal advice, information and court representation services to indigent juveniles charged with delinquent or incorrigible offenses so they can have the legal analysis, advice, and advocacy they need to make informed decisions.

Activity Services

- Motions
- Motions to Correct Minute Entries
- Plea Agreements
- Appeals
- Client Consultations
- Telephone Consultations
- Client Consultations (Detention)
- Case Resolutions
- Court Appearances
- Subpoenas
- Integrated Family Court Representations
- Investigation Reports
- Special Actions
- Telephone Inquiry Responses
- Transportation Orders

Family of Measures

Results

1. 85% of client file reviews that show appropriate legal analysis, client contacts, and documentation
(number of client file reviews that show appropriate legal analysis, client contact, and documentation / total number of file reviews)
2. 20% reduction in court appearances per juvenile client
(# of current year juvenile client court appearances - # of previous year juvenile client court appearances) / # of previous year juvenile client court appearances)

Outputs

1. 1100 cases resolved

Demands

1. 1100 case appointments anticipated

Efficiencies

1. \$ Juvenile Court Activity expenditure per case resolved

Activity Manager(s) • Teri Shaw

Activity Budget \$x,xxx,xxx

2. Criminal Representation Program

Purpose Statement The purpose of the Criminal Representation Program is to provide legal advice, information and representation services to indigent persons charged with crimes so they can receive the appropriate legal advice and representation.

Section 2.4. Early Disposition Court Activity

Activity Purpose Statement The purpose of the Early Disposition Court activity is to provide case evaluation, client consultation and advocacy services to appointed clients of uncomplicated felony cases to ensure early resolution of those cases so that clients can receive rapid resolution of their cases with a minimum of court appearances.

Activity Services

- Telephone Inquiry Responses
- Telephone Consultations
- Sentencing Memoranda
- Plea Agreements
- Court Appearances
- Case Resolutions
- Specialty Court Assignments
- Client Consultations (Jail – Contact)
- Client Consultations (Jail)
- Office Client Consultations

Family of Measures

Results

1. 85% of client file reviews that show appropriate legal analysis, client contacts, and documentation
(number of client file reviews that show appropriate legal analysis, client contact, and documentation / total number of file reviews)
2. x % of Early Disposition Court cases that are disposed of on the initial hearing date.

Outputs

1. 1000 cases resolved

Demands

1. 1000 case appointments anticipated

Efficiencies

1. \$ Adult Felony Representation Activity per case resolution

Activity Manager(s)

- **Mary Wisdom**

Activity Budget \$x,xxx,xxx

3. Civil Representation Program

Purpose Statement The purpose of the Civil Representation Program is to provide information, advocacy, and problem resolution services to individuals who are court ordered to undergo involuntary psychiatric evaluation or involuntary mental health treatment so they are not illegally deprived of their constitutional right to freedom.

Section 3.1. Civil Representation Activity

Activity Purpose Statement The purpose of the Mental Health Representation activity is to provide information, advocacy, and problem resolution services to individuals who are court ordered to undergo involuntary psychiatric evaluation or involuntary mental health treatment so they are not illegally deprived of their constitutional right to freedom

Activity Services	<ul style="list-style-type: none">• Motions• Mental Health Court Appearances• Appeals• Telephone Consultations• Problem Resolutions• Case Resolutions	<ul style="list-style-type: none">• Court Appearances• Subpoenas• Special Actions• Client Consultations• Telephone Inquiry Responses
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Family of Measures

Results

1. 85% of file reviews that show appropriate legal analysis and documentation (number of file reviews that show appropriate legal analysis and documentation / total number of file reviews conducted)

Outputs

1. 100 case resolutions

Demands

1. 100 case appointments

Efficiencies

1. # Adult Mental Health Representation Activity expenditure per case resolutions.

Activity Manager(s)	<ul style="list-style-type: none">• Mary Wisdom••
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Activity Budget	\$x,xxx,xxx
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4. Specialty Court Program

Purpose Statement The purpose of the Specialty Court Program is to provide information, advocacy, and problem resolution services to indigent persons charged with crimes and the community so they can benefit from reduced recidivism.

Section 4.1. Mental Health Diversion Court Activity

Activity Purpose Statement The purpose of the Mental Health Diversion Court Activity is to provide information, advocacy and problem resolution services to indigent persons charged with a qualifying felony with a diagnosed mental illness (AXIS I) so they can continue mental health treatment and avoid criminal penalties and recidivism.

Activity Services

- Telephone Consultations *
- Mental Health Court Implementation Plan
- Case Resolutions *
- Court Appearances
- Telephone Inquiry Responses
- Client Consultations *
- Enrollment screenings *
- Client Assistance *

Family of Measures

Results

1. *% of clients who continue mental health treatment for one year after graduation (# of clients that continue mental health treatment for one year after graduation/total # of clients)
2. *% of clients that are not convicted of a felony in Pinal County within one year of graduation (# of clients that are not convicted of a felony in Pinal County within one year of graduation/total # of clients)

* No baseline available at this time

Outputs

1. 20 case resolutions (including referral resolutions)

Demands

1. 20 case referrals anticipated

Efficiencies

1. ___\$ Mental Health Diversion Court Activity expenditure per case resolved.

Activity Manager(s)

- **Mary Wisdom**

Activity Budget \$x,xxx,xxx

4. Specialty Court Program

Purpose Statement

The purpose of the Specialty Court Program is to provide information, advocacy, and problem resolution services to indigent persons charged with crimes and the community so they can benefit from reduced recidivism.

Section 4.2. Team Based Post Conviction Court Activity

Activity Purpose Statement

The purpose of the Team Based Post Conviction Court activity is to provide court development, client advocacy, advice and court appearance services to assigned clients, the court and members of the community so they can benefit from reduced recidivism rates.

Activity Services

- Client Consultations
- *Drug Court Appearances
- Adult Drug Court Implementation Plan
- Case Completions
- Juvenile Drug Court Appearances
- Domestic Violence Court Appearances
- Telephone Inquiry Responses

*This is a planned future service

Family of Measures

Results

1. *% of Adult Drug Court graduates that are not convicted of felony drug related charges in Pinal County within two years of graduation (number of Adult Drug Court graduates not convicted of drug related charges in Pinal County within two years of graduation / total number of Adult Drug Court graduates)
2. *% of Domestic Violence Court graduates that are not convicted of felony domestic violence related charges in Pinal County within two years of graduation (number of Domestic Violence Court graduates not convicted of felony domestic violence related charges in Pinal County within two years of graduation / total number of Domestic Violence Court graduates)
3. *% of Juvenile Drug Court graduates that are not found guilty of a drug related felony in Pinal County within two years of graduation (number of Juvenile Drug Court graduates that are not found guilty of a drug related felony in Pinal County within two years of graduation / total number of Juvenile Drug Court graduates)

* No baseline data available at this time

Outputs

1. 20 Adult Drug Court case completions
2. *# of Domestic Violence Court case completions

Demands

1. 20 adults convicted of drug possession felonies

Efficiencies

1. \$ Team Based Post Conviction Court activity expenditure per Domestic Violence case completion
2. \$ Team Based Post Conviction Court activity expenditure per Juvenile Drug case completion

Activity • Mary Wisdom
Manager(s) •

Activity Budget \$X,XXX,XXX
