



Office of State Public Defender

Agency Materials for Sub-D HB 2 Hearings

Mission

Providing the most compassionate and expert defense of clients and the Constitution.

Vision

Creating expert teams of advocates for justice, bringing respect and dignity to our clients to achieve holistic and equitable outcomes.

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About OPD

The Office of State Public Defender (OPD) was established by the 2005 Legislature as part of the settlement of the 2002 suit brought by the ACLU of Montana, *White v. Martz*. OPD is established and governed by [Title 47, Chapter 1, entitled the “Montana Public Defender Act.”](#) [Montana Code Annotated § 47-1-104](#) provides the explicit scope of services and circumstances in which OPD may be appointed to represent individuals.

Through and under this title, OPD provides effective assistance of counsel to individuals who, by law, are entitled to the assistance of counsel at public expense. In addition to representing individuals accused of committing crimes subject to potential incarceration, OPD also represents youth brought into the juvenile justice system, parents and children who are experiencing the child welfare system, elderly people losing autonomy over their affairs, and mentally ill people facing involuntary commitment, among other various civil types of cases. Outside of specific circumstances, OPD only serves litigants when OPD is appointed by court to do so.

OPD has four divisions with over 20 offices statewide dedicated to providing zealous and effective legal services with a focus on quality, client-centered representation. A current OPD Org Chart is included in the Attachments section of this document and may also be found on OPD’s website here: [OPD Org Chart](#).

Since its inception in 2005, OPD has represented tens-of-thousands of individuals entitled to assistance of counsel at public expense. In FY 2024 alone, OPD represented over 21,000 unique individuals in 35,000 unique matters.

OPD provides yearly reports to the Legislative Finance Committee and Biennial Reports to the Governor, Legislature, and Supreme Court, both of which can be found, organized by Fiscal Year, on OPD’s website here: [OPD Reports](#). OPD would recommend its [FY 2024 Annual Performance Report](#) as an effective overview of OPD’s current operations and challenges.

OPD FY 25 Annual Plan

OPD exists solely to provide effective assistance of counsel by qualified and competent attorneys to individuals who are entitled to assistance of counsel at public expense in defined criminal and civil cases. *Mont. Code Ann. § 47-1-102*. To fulfill this purpose, OPD has adopted a single overarching goal: to provide this representation in an effective and timely manner.

OPD's current Annual Plan, which includes its goals and objectives for FY 25, is to:

Provide Effective and Timely Constitutionally, Statutorily, and Court-Mandated Representation by:

- **Recruiting and retaining qualified employees and contractors;**
- **Effectively managing employee workload; and**
- **Providing effective, timely representation**

The complete, detailed version of this plan is provided in the Attachments section of this document and may also be found on our website here: [OPD FY 25 Annual Plan](#).

FY 27 Biennium Change Package Requests

The FY 27 Biennium Executive Budget contains 19 change package requests (CPs) on behalf of OPD for the committee's consideration. These CPs are divided into four categories:

- **Sustaining Existing Public Defender Services**
- **Closing the Public Defender Shortfall**
- **Sustaining Existing Public Defender Support**
- **Centralize External and Contract Public Defender Costs**

Each category and related CPs will be discussed below. Please note that only OPD-specific CPs will be addressed in this document and no statewide CPs are addressed. Additional information, context, or data is provided where appropriate.

These CPs represent a data-supported, strategic approach to stabilize OPD's operations, ensure its ability to continue existing levels of service, and prevent future fiscal emergencies. For example, without these resources, OPD projects it will almost certainly require another substantial supplemental appropriation in the FY 2027 Biennium, similar to the \$12.5 million supplemental requested in HB 3 for the current biennium. These CPs aim to address structural deficits in core operations, particularly in managing constitutionally mandated workloads, which increased 9.9% in FY 2024

alone, and the availability of FTE and contract public defenders. By investing in these CPs now, the Legislature can provide OPD the best chance to avoid:

- Emergency supplemental funding requests
- Constitutional challenges due to inadequate representation
- Further deterioration of contractor availability
- Growing case backlogs that delay justice
- Increased costs from inefficient stop-gap measures

OPD believes the data shows that proactive investment through these CPs would be more cost-effective than continuing to address critical shortfalls through supplemental funding. This approach aligns with both fiscal responsibility and OPD's constitutional obligations to provide effective assistance of counsel.

Measuring the success of OPD's CP requests will be, generally, straightforward. Unlike many state agencies with broad mandates, varying constituencies, and a myriad of programs, OPD has only one, single purpose: to provide effective assistance of counsel in a timely and effective manner to all individuals entitled to representation at public expense in Montana's judicial system. Therefore, measuring OPD's success as an agency, including the effectiveness of any adopted CPs, necessarily requires determining if OPD is meeting its obligations to provide this representation.

In its Annual Plan, OPD has identified several measures of agency performance that may be used to determine, directly or indirectly, the success or effectiveness of OPD's CPs during the FY 2027 Biennium:

- Public Defender Shortfall
- Ethical Case Management Standard (ECM)¹ %
- Assignment queue processing times

Other CP-specific measures for success are provided below as appropriate.

¹ Ethical Case Management (ECM), defined by [OPD Policy 201](#), is OPD's primary matter and workload management system, and ensures OPD manages its work and workload effectively and within ethical guidelines. For more information, OPD's [FY 2024 Annual Performance Report](#) addresses ECM in depth.

Sustain Existing Public Defender Services

The CPs in this category seek to provide OPD with the necessary resources to ensure its ability to continue the effective, efficient, and ethical delivery of public defender services across the state.

All CPs contained in this category are **Present Law** requests, as they address existing needs and gaps present in OPD's current resources. No CP in this category seeks to establish, create, or expand any OPD program or service.

Within this category, there are four distinct sub-categories of CP:

- Requests for Modified FTE to Appropriated FTE
- Requests for Backfill Funding to Address Ongoing Shortfalls
- Requests for Adjustments to Contracted Services Program Staffing and Rates
- Requests for Administrative Adjustments

Each subcategory and related CPs will be discussed below.

Requests for Modified FTE to Appropriated FTE

During the current biennium, OPD has demonstrated the need for additional FTE positions in a variety of circumstances and areas to ensure OPD's ability to keep the public defender shortfall to a minimum while maintaining necessary levels of operational support. Further, OPD is currently projected to be on budget in personal services in the current biennium and these modifieds have not contributed to OPD's HB 3 supplemental request.

There are four CPs in this sub-category, broken down in the table below.

CP #	Division	Total BIEN Costs	FY 26 FTE	FY 27 FTE
101	1	\$2,903,726	13.00	13.00
202	2	\$147,089	1.00	1.00
303	3	\$754,119	3.00	3.00
404	4	\$1,191,208	5.06	5.06

- **CP 101** request contains 10 Public Defenders, two Legal Support Staff, and one Office Manager FTE.
- **CP 202** contains one Legal Support Staff FTE.
- **CP 303** contains three Conflict Public Defenders FTE.
- **CP 404** contains one DevOps Bureau Chief, one Client Stabilization Program Planner, one Contracting Program Officer, two Public Defenders within the

Center of Defense Excellence (CODE) Bureau FTEs. CP 404 also contains a .06 FTE to make a currently appropriated .94 position into a 1.0 FTE position.

These requests are necessary to ensure the Public Defender Shortfall is kept to a minimum, the Appellate Public Defenders are properly supported, and to provide essential administrative and operational support for OPD’s current workload and administrative requirements.

Requests for Backfill Funding to Address Ongoing Shortfalls

There are two CPs in this sub-category, both seeking to provide OPD necessary backfill funding.

CP #	Division	Total BIEN Costs	FY 26 FTE	FY 27 FTE
504	4	\$13,100,000	0	0
601	1	\$1,500,000	0	0

- **CP 504** seeks to provide OPD with the funding to cover its anticipated \$12.5m supplemental funding request for the current biennium to cover essential contract public defender services and the additional \$600k OTO contractor funding the 2023 Legislature provided in the current biennium.
- **CP 601** seeks to provide OPD with \$1,500,000 in federal backfill funding provided by the ARPA grant program. The 2023 Legislature provided this funding as OTO in the current biennium.

Requests for Adjustments to Contracted Services Program Staffing and Rates

There are three CPs in this sub-category, seeking to provide OPD the necessary appropriation and resources to ensure continued levels and effectiveness of contracted public defender services.

CP #	Division	Total BIEN Costs	FY 26 FTE	FY 27 FTE
704	4	\$6,355,000	0	0
1104	4	\$522,000	0	0
1204	4	\$554,000	3	3

- **CP 704** seeks funding to allow the adjustment of the hourly rate for contract public defenders from \$71/hour to \$90/hour. The current \$71/hour rate was set in May 2022 and was based on work performed by the Legislative Audit Division during its 2020 Performance Audit of OPD. In the current market, \$71/hour is ineffective to ensure OPD has the quantity and quality of contract public

defenders it needs to ensure effective, efficient, ethical, and timely assignment of counsel.

- **CP 1104** seeks funding to allow similar adjustments to the rates set for its non-attorney contract public defender service providers, such as its contract mental health professionals and contract investigators. This CP provides funding to adjust the mental health provider rates by 5% per year and to adjust the rate for contract investigators from the current rate of \$41/hour to \$50/hour.
- **CP 1204** seeks funding and FTE to allow OPD to provide the Contracted Services Program with additional Program Officers, necessary to ensure the continued contractor utilization, coverage, assignments, oversight, and review obligations are effectively met.

Contract Public Defender Hourly Rate Adjustment

Since its inception in FY 2006, OPD has generally struggled to implement effective rates for contract public defenders. During FY 2024, OPD paid an hourly contractor public defender rate of \$71/hour, a rate adjusted up from \$56/hour in late FY 2022. The Legislative Audit Division identified OPD’s contractor rates as a barrier to success in its Performance Audit of OPD published in 2020, which was the support for adjusting the contract public defender rate to \$71/hour rate in May 2022. However, the LAD’s work and the \$71/hour rate were already outdated in May 2022, primarily due to the impacts of the COVID-19 Pandemic.

OPD’s trend of well-below market rates for contract public defenders continues into FY 2025. Below is a table of relevant attorney rates identified during FY 2024:

State/Jurisdiction	Rate	Type	Cite
Montana, LawPay Survey	\$213/hour (average)	Private	link
Montana, Clio Survey	\$234/hour (average)	Private	link
Montana, Agency Legal Services	\$121/hour (FY 24-25)	Public	
Montana, Agency Legal Services	\$160-\$200/hour (FY 26-27)	Public	
Idaho PD	\$100/hour	Public	link
South Dakota PD	\$120/hour	Public	link
Colorado PD	\$95-\$105/hour	Public	link
Kansas PD	\$120-\$140/hour	Public	link
Maricopa Co., AZ PD	\$100/hour	Public	link
CJA Panel (Federal PD)	\$172/hour	Public	link

OPD’s \$71/hour rate for contract public defenders continues to fall behind existing market rates and continued reliance on this rate risks causing cascading failures in OPD, and the greater justice system, as contractors accepting fewer assignments, or

refusing altogether, will directly affect OPD’s ability to sustain existing public defender services.

In addition to the measures of agency success identified above, the success or effectiveness of these CPs may also be shown by whether OPD is able, during the FY 2027 Biennium, to:

- Maintain or increase the volume of work accepted by contract public defenders;
- Maintain or reduce the time to assign matters out of the contracts program assignment queue; and,
- Maintain or increase the number of contracted service providers available during the FY 2027 Biennium.

Requests for Administrative Adjustments

There are three CPs in this sub-category, seeking to provide OPD the funding to make statutorily required or inflationary rate adjustments.

CP #	Division	Total BIEN Costs	FY 26 FTE	FY 27 FTE
1904	4	\$250,000	0	0
2004	4	\$16,000	0	0
2104	4	\$77,000	0	0

- **CP 1904** seeks funding to ensure OPD is able to cover existing lease escalators and renewals for OPD leased building and office space during the FY 27 Biennium.
- **CP 2004** seeks funding to pay statutorily required official court reporter transcript rates for the FY 27 Biennium. OPD is statutorily required to pay official court reporters these rates and has no ability to negotiate or adjust these rates.
- **CP 2104** seeks funding to cover postage and mailing costs for the FY 27 Biennium.

Close the Public Defender Shortfall

There is only a single CP in this category, which seeks additional FTE public defender positions to make progress towards eliminating the Public Defender Shortfall. Although OPD seeks additional FTE, this CP is a present law request, as it seeks only to narrow the existing gap between OPD’s workload and its resources.

CP #	Division	Total BIEN Costs	FY 26 FTE	FY 27 FTE
904	4	\$3,065,000	8	16

- **CP 904** seeks funding for 8 FTE public defenders in FY 26 and 16 public defenders in FY 27 as years 1 and 2 of a proposed 5-year plan to eliminate the Public Defender Shortfall. The average monthly Public Defender Shortfall was 44 FTE during FY 24.

The Public Defender Shortfall metric quantifies the volume of newly received matters not assigned within 14 days of OPD's appointment, expressed as the number of FTE public defenders needed to handle this unassigned workload, which is often referred to as a public defender's "worth of work." This metric captures the actual, realized gap between OPD's intake volume and its current capacity, including both cases assigned to FTEs and those assigned to private contract public defenders. It provides a direct measure of the additional public defender resources required to ensure timely case assignments and maintain ethical standards of representation.

This metric is the most relevant, accurate, and clearest view of OPD's available resources versus the volume of work for which OPD is constitutionally and statutorily obligated to perform. Not only does this metric demonstrate the resource gap between what OPD has available and the resources necessary to adequately handle the volume of work, but it also provides clear insight into the impacts caused by these resource constraints. Shortfall is primarily affected by three discrete factors: 1) the volume of newly appointed work; 2) the number of available FTE public defenders; and 3) the willingness of contract public defenders to accept assignments.

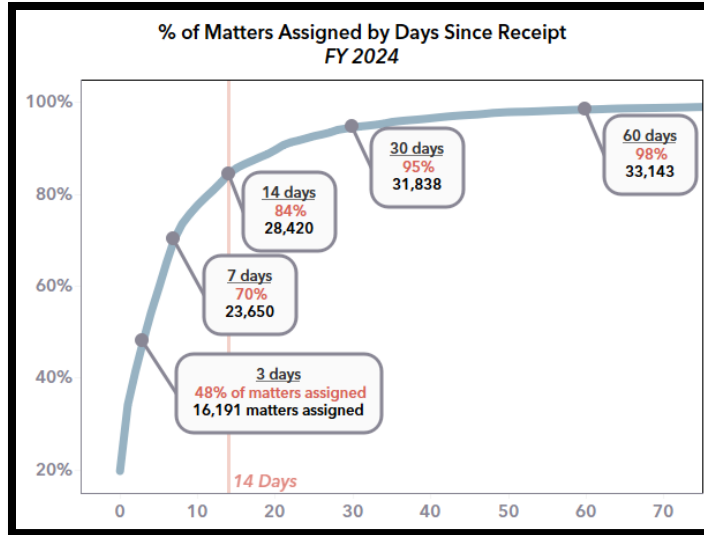
Without intervention on one or more of these factors, the Public Defender Shortfall will remain at unsustainable, and unacceptable, levels. An examination of FY 2024 provides a starting point for this discussion and supports OPD's request for additional FTE public defender positions.

FY 2024 Shortfall Overview

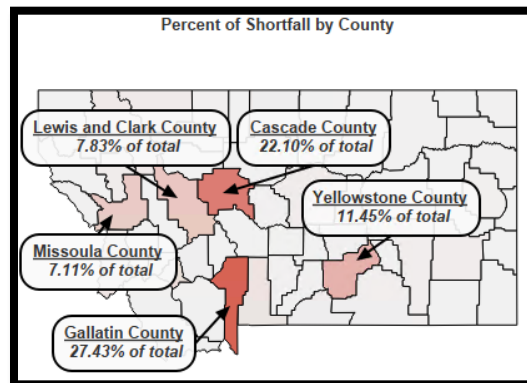
In FY 2024, OPD experienced an average monthly Public Defender Shortfall of 44 FTE public defender's worth of work, constituting more than 5,600 matters and more than 4,600 individual clients. This represents roughly 16% of newly received work in FY 2024.

Public Defender Shortfall Numbers FY 2024	
	FY 2024 Totals
Avg. Shortfall/month	44
# of Matters	5,654
Avg. # of Matters/month	471
# of Clients	4,638

The graph below shows the percentage of matters received in FY 2024 by the number of days to assignment and visually depicts that 16% of matters received were unable to be assigned within 14 days of OPD appointment.



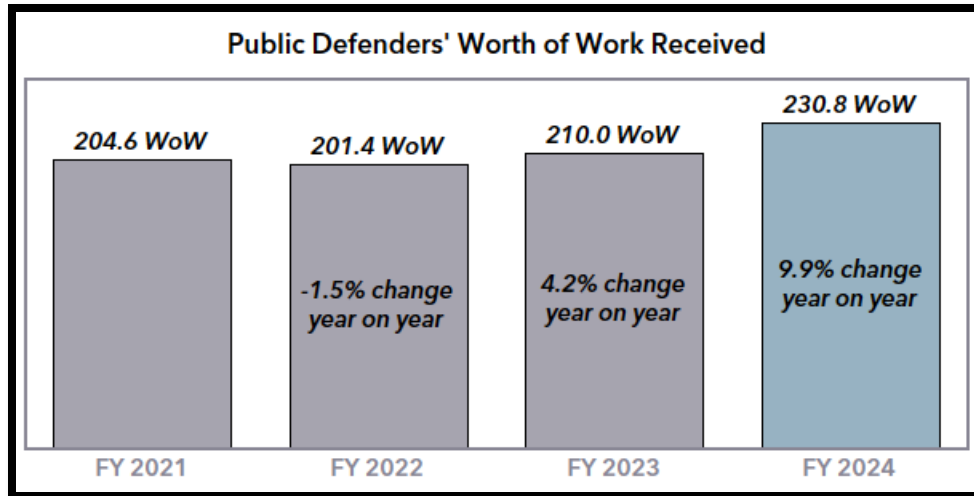
While there is some volume of Public Defender Shortfall in nearly every part of the state, 75% of the Shortfall experienced in FY 2024 came from just five counties, as shown on the map below.



OPD seeks the ability to strategically deploy additional FTE public defenders to start addressing these existing gaps in services.

Volume of New Work Received in FY 2024

The first factor driving the Public Defender Shortfall is the overall volume of new work received. In FY 2024, OPD received 34,999 new matters, equating to 346,000 weighted hours of work—requiring the equivalent of more than 230 full-time public defenders. As shown below, this represents a 9.9% increase in workload compared to FY 2023, which itself saw a 4% increase from FY 2022.

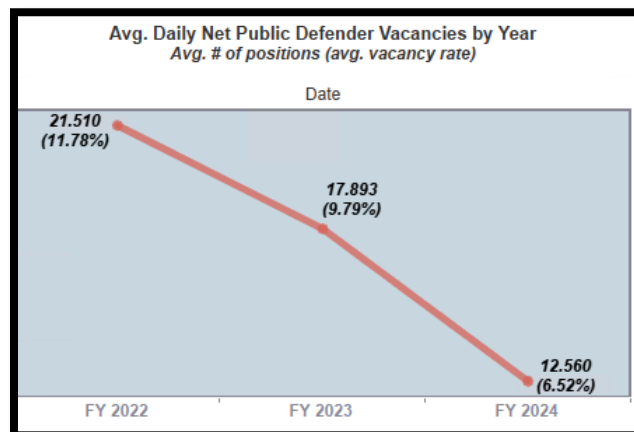


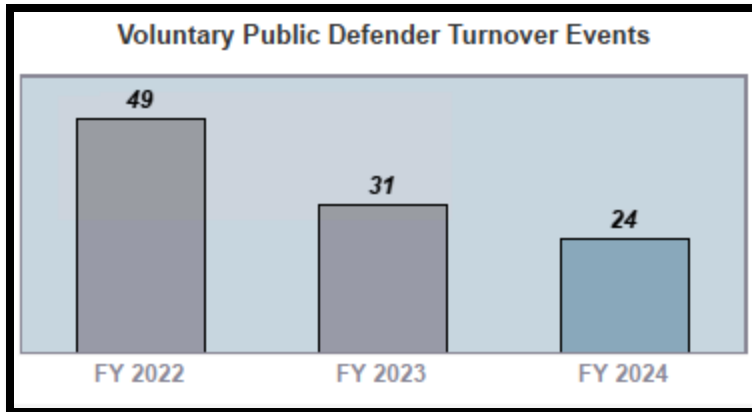
This increase in workload has put additional pressure on OPD’s ability to meet its goals and obligations related to the Public Defender Shortfall.

OPD is not able to directly impact this factor, though the legislature may make policy changes that affect OPD’s workload, and thus the Public Defender Shortfall.

Available FTE Public Defenders in FY 2024

The second factor determining the Public Defender Shortfall is the number of available FTE public defenders. In FY 2024, OPD was appropriated 191 public defender positions, including Regional Public Defenders and Managing Public Defenders. OPD successfully increased the number of available FTE public defenders through its efforts to increase recruitment and retention of qualified individuals, as shown by a decrease in both the average daily vacancy rate and voluntary turnover events for public defender positions. These successes in reducing vacancies have increased the number of available FTE public defenders.



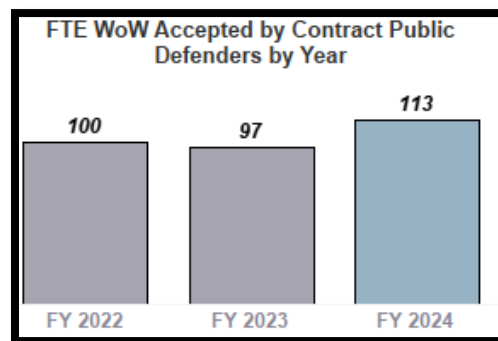


The positions OPD is seeking in CP 904 would directly increase the number of available FTE public defenders.

Contract Public Defender Acceptance of OPD Assignments in FY 2024

The third factor impacting the Public Defender Shortfall is the volume of work accepted by contract public defenders.

In FY 2024 OPD increased the volume of work accepted by contract public defenders by more than 16%.



One method to increase contract public defender willingness to accept OPD assignments is an adjustment in the rate at which OPD compensates contract public defenders for their work.

While OPD has requested funding to adjust this rate, see **CP 704** above, that request is scoped *only* to ensure OPD is able to maintain *current* levels of contractor acceptance and will not itself reduce the Public Defender Shortfall.

OPD’s ECM vs. Recent National Standards

While the number of FTE OPD is requesting in this CP is derived from and supported by OPD’s ECM system, this CP is also supported by recent national public defense standards.

In July 2023, the American Bar Association and RAND Corporation published the [National Public Defense Workload Study \(NPDWS\)](#). The NPDWS emphasizes the importance of ethical workload limits in public defense and the need to translate

caseloads to workloads using an hours-based approach, very similar to OPD’s in-house Ethical Case Management (ECM) system, which has been in effect since 2021.

Like ECM, the NPDWS provides a methodology and metrics to convert cases received to workload, and thus, the number of necessary public defender’s worth of work that must be assigned. Unlike ECM, however, the NPDWS is *not* an assignment protocol aimed at ensuring on-going ethical assignments, nor does it consider specific agency goals and objectives, like the Public Defender Shortfall. Instead, the NPDWS is a budgeting tool aimed at providing public defense entities with a specific number of attorneys necessary to cover the work received. As OPD’s ECM also performs this function, it is possible to compare the ECM to the NPDWS as it relates to OPD’s work.

<u># of FTE Public Defenders Necessary</u> <i>OPD's Ethical Case Management System vs.</i> <i>National Public Defender Workload Standards</i>	
	FY 2024
ECM Public Defender's Worth of Work	229.9
NPDWS Public Defender's Worth of Work	680.3

Using the NPDWS to look at FY 2024, for example, OPD would have needed more than 680 FTE public defenders or equivalent contractors’ worth of work to be compliant. This is consistent with other states that have reviewed or implemented the new national standards—such as [Washington](#), [Oregon](#), [Missouri](#), [New Mexico](#), [Colorado](#), [Kansas](#), and [Wisconsin](#) that have found the new national standards require around a 300% increase in the number of available attorneys. Enforcement of these standards is or will likely be part of current and future lawsuits against states over their public defense systems.

CP 904, built using ECM, requests only 8 additional FTE public defender positions per year as part of a proposed five-year plan to eliminate the existing Public Defender Shortfall of 44 FTE and is the next best step toward addressing OPD’s historic under-resourcing.

Sustain Existing Public Defender Support

There are 5 CPs in this category, each seeking funding to ensure OPD is able to continue providing the same level of support to agency operations. With the exception of **CP 1404**, which is a new proposal, these CPs are **present law** requests. Also, with the exception of **CP 1304**, these CPs are **OTO** requests.

CP #	Division	Total BIEN Costs	FY 26 FTE	FY 27 FTE
1304	4	\$1,000,000	0	0
1404	4	\$400,000	0	0
1504	4	\$203,000	0	0
1604	4	\$300,000	0	0
1704	4	\$150,000	0	0

- **CP 1304** seeks funding to ensure OPD is able to cover the increasing costs of its current technology, including its case management system and structure, its data structure, and its AI tool structure. During the last several biennia, OPD has successfully developed and implemented a variety of tools and solutions, including AI solutions. OPD seeks to ensure it is able to continue utilizing its technology in the most efficient and effective manner possible.
- **CP 1404** seeks **OTO** funding, as a **new proposal**, to continue developing novel technology, data, and AI solutions to allow increased effectiveness and efficiency of public defender services and administrative operations. The 2023 Legislature authorized a similar OTO amount.
- **CP 1504** seeks **OTO** funding to replace the 169 existing computers that will hit end-of-life or fail during the FY 27 Biennium. The 2023 Legislature authorized a similar OTO amount.
- **CP 1604** seeks **OTO** funding to ensure OPD is able to continue providing the same level of agency training events and services during the FY 27 Biennium. In FY 2024, OPD offered nearly 140 hours of training to its employees and contractors. The 2023 Legislature authorized a similar OTO amount.
- **CP 1704** seeks **OTO** funding to address the critical gap in services and communications, and information sharing between OPD and incarcerated clients, who do not have effective access to OPD's electronic client portal.

Sustaining Existing Technology, Data, and AI Development

CP 1404, which is OPD's sole **NP** request, seeks to ensure OPD is able to continue the success it achieved in the current biennium in the areas of technology, data, and AI tools.

In the current biennium, OPD utilized similar OTO funding provided by the 2023 Legislature to extend and enhance OPD's primary operations platforms, formalize and improve a myriad of business processes, develop and implement effective and formalized data structures and processes, and implement several exciting new AI tools. Key accomplishments during the current biennium include developing and implementing:

- a best-in-class, integration ready agency data mart;
- a new, AI-powered data search, visualization, and reporting tool;
- a new, survey-based contract attorney evaluation process;
- a fully functional mobile app for our FTE public defenders, allowing greater attorney efficiency and utilization in court;
- an e-Signature solution to our system for external vendors;
- a game-changing, paradigm shifting AI tool, making OPD's data entry processes much more efficient and accurate;
- a public defender focused AI audio/video tool* to greatly reduce the burden of handling the exponentially increasing volume of audio/video evidence being provided in criminal matters, such as dash cam, body cam, and facilities footage;
- a database history tool* allowing much greater insight into identifying and correcting user and business process errors, as well as providing greater oversight of user activities; and,
- an effective, flexible agency business process engine within OPD's primary operations platform.

** this tool is still in development and/or implementation as of January 13, 2025*

Through these innovative AI tools, automated workflows, and enhanced data analytics, OPD has improved its operations by streamlining business processes, improving data quality, and automating routine tasks - allowing attorneys and staff to focus more time on direct client representation while strengthening agency oversight through data-driven management. OPD seeks to continue this momentum utilizing technology to improve agency effectiveness, efficiency, and overall operations.

In addition to the measures of agency success identified above, the success or effectiveness of these CPs may also be shown by whether, during the FY 2027 Biennium, OPD procured, developed, and/or implemented new tools, processes, automations, and integrations to improve the efficiency and/or effectiveness of OPD operations.

Centralize External and Contract Public Defender Costs

There is a single CP in this category, which is a net-zero request to centralize all external and contract public defender services costs into the Central Services Division.

CP #	Division	Total BIEN Costs	FY 26 FTE	FY 27 FTE
2204	4	\$0	0	0

- **CP 2204** seeks legislative approval to shift funding for external and contracting operational costs into the Central Services Division, reducing the administrative and accounting burden of managing OPD’s contracts and operational costs across the three client-facing divisions.

This CP shifts funding for contracting and external costs out of the client services divisions (Divisions 1, 2, and 3) and into the Central Services Division (Division 4). This change will greatly simplify the day-to-day management of this funding and expenditures and will improve transparency by providing the Legislature and other stakeholders with comprehensive appropriation numbers for such expenses across the agency’s client-facing divisions. OPD’s case management system will retain the ability report on contractor case costs by court, case type, contractor type, and any other currently available data delineation.

Notices

Contact Information

This document was prepared by the Office of the Director, Brett D. Schandelson. Any questions, comments, or concerns regarding this document should be sent to opdoperations@mt.gov with a subject of "Sub-D HB 2 Materials" to ensure proper routing.

ADA Compliance

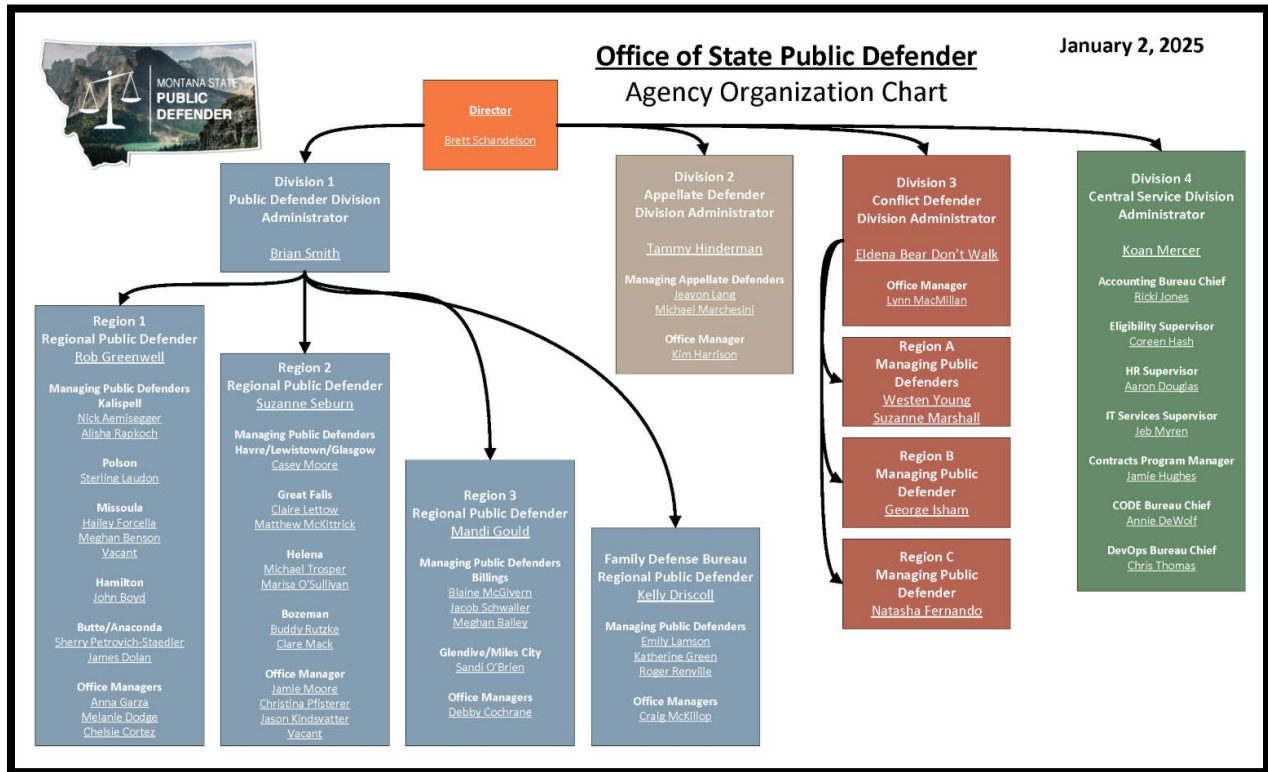
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Use of Generative AI

This document was drafted with the assistance of generative artificial intelligence (AI) tools to enhance efficiency, clarity, and effectiveness in content creation. All content generated by AI has been reviewed and edited by human contributors to ensure accuracy, relevance, and compliance with State of Montana standards.

Attachments

OPD Org Chart



OPD FY 2025 Annual Plan

Provide Effective and Timely Constitutionally, Statutorily, and Court-Mandated Representation

Recruit and Retain Qualified Employees and Contractors

- Make Progress Toward Eliminating Public Defender Shortfall
- Increase by 10% the number of contract public defenders that accept at least a half an FTE public defender's workload
- Keep and hold average daily vacancy rate for public defender positions to 6% or below
- Keep and hold annualized voluntary turnover rate for public defender positions to 15% or below

Effectively Manage Employee Workload

- Reduce and hold the average and median monthly assignments to FTE trial public defenders to between 100 and 120% of OPD Ethical Case Management (ECM) standards
- Increase the number of individual FTE appellate public defenders completing between 100 and 120% of OPD Appellate ECM standards
- Monitor, manage, and improve OPD's ECM Protocols with consideration to national workload standards for public defenders

Provide Effective, Timely Representation

- Reduce and hold the average number of days to first, non-conflict, FTE, public defender assignment to within 3 days
- Reduce and hold the average number of days to first, conflict, FTE, public defender assignment to within 3 days
- Reduce and hold the average number of days to first, contract public defender assignment to within 7 days
- Make measurable progress towards reducing the existing backlog and reducing the average time to first appellate public defender assignment
- Establish a baseline number of agency offered training hours available to OPD employees and contractors
- Offer at least 125 hours of training to OPD employees and contractors
- Hold or reduce the percentage of substantiated client complaints against OPD assigned attorneys to 7.5% or less