



STRATEGIC BUSINESS PLAN FY 2014/2015

COUNTY 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 Pinal County Public Defender's Office is to protect and defend the rights of our indigent clients by providing vigorous and effective representation, thereby safeguarding the fundamental legal rights of all members of our community.

SUMMARY OF MAJOR SERVICES PROVIDED:

The Office of the Pinal County Public Defender is responsible for representation of persons determined by the courts to be indigent and who are either charged with a crime, are juveniles charged with an act of delinquency or are persons being petitioned for court ordered mental health treatment. This broad range of representation includes practice with Rules of Juvenile Court, Criminal Procedure, Civil Procedure and the Arizona Rules of Evidence.

ISSUE STATEMENTS

1. Capital Attorney Services

The lack of capital qualified (death penalty) attorney in-house at this office will, if not addressed, result in:

- Continued inability of our office to handle cases the State advises may be noticed for the death penalty.
- Increases in cost of indigent defense.
- Recruitment efforts have not been productive.

2. Increased Demand in Services

The increased workload from representation of more clients may result in:

- Decreased quality of representation

- Non-compliance with representation standards set forth by the Arizona Supreme Court in *Joe U. Smith*.
 - No more than 150 adult felony cases per year per attorney.
 - No more than 300 adult misdemeanor cases per attorney per year.
 - No more than 200 juvenile cases per attorney per year.
 - No more than 200 mental health cases per attorney per year.
 - Higher presentence incarceration costs.
 - Increased case resolution times.
3. Training
- The lack of significant training of both attorneys and staff, if not addressed will result in:
 - Decreased quality of representation
 - Inaccurate or incorrect information being provided to clients.

2-5 YEAR STRATEGIC GOALS:

Capital Attorney

1. By fiscal year 2017/2018, Pinal County residents will benefit from improved cost-effectiveness in the capital cases processed by the Public Defender’s Office.
2. In-house capital counsel will also train second-chair qualified counsel resulting in more attorneys on staff to meet the growing demand for capital defense counsel.

Increased Demand in Services

1. Maintain compliance with representation standards set forth above by the Arizona Supreme Court in *Joe U. Smith* and request additional staff if case statistics justify on an annual basis.
2. By fiscal year 2016-2017 at least 75% of all in custody cases will be resolved within 180 days of Arraignment.

Training

1. By fiscal year 2016-2017, 90% of staff (attorneys and support personnel) completing quarterly in-house training sessions.
2. By fiscal year 2018-2019, 100% of support staff completing support staff track courses at the annual Arizona Public Defender Association conference.

ANNUAL PERFORMANCE MEASURES:

- 78% of case file reviews will reflect appropriate client contact, legal analysis and documentation (quarterly review).
- 75% of in custody cases will be resolved within 180 days of Arraignment (quarterly review).
- 90% of staff (Attorneys and support personnel) completing quarterly in-house training sessions (quarterly review).
- 20% of staff each year completing the support staff track of courses at the Annual Arizona Public Defender Conference (annual review).
- Hiring of at least one capital qualified attorney in the department and assignment of second chairs in the department.