

**OFFICE OF THE STATE APPELLATE PUBLIC DEFENDER
STRATEGIC PLAN FY2024 - FY2027**

Mission

Defending zealously, advancing fairness, and advocating with integrity.

Vision

A better Idaho where the legal system treats each person with fairness and dignity.

Goals

Provide Competent, Constitutionally Sufficient Representation to All SAPD Clients

Objective	Strategy	Performance Measure	Benchmark
Deputy SAPD’s will engage in a legal practice that comports with professional and ethical obligations, and will provide each client with constitutionally adequate representation.	The State Appellate Public Defender (“SAPD”) will provide regular information on ethical obligations and constitutionally required services to Deputy SAPD’s and encourage communication and discussion of impediments to meeting those obligations, including excessive workloads.	Deputy SAPD’s will not have reprimands from the Office of Bar Counsel or the Idaho Supreme Court. There will be no affirmed findings of ineffective assistance of counsel against a Deputy SAPD.	1) Quarterly presentation of information relating to ethics and professional responsibility, including case law and legal opinions, to Deputy SAPD’s; and 2) Open discussion of ethical and professional issues and anything that impedes adherence to standards as issues arise.
SAPD employees will be sufficiently trained on appropriate procedures and substantive law such that they can adequately handle their responsibilities as	Attorneys and staff will be encouraged to identify free and low-cost training opportunities, including identifying practice specific training and applying for	Each attorney will have sufficient continuing legal education credits in topics relevant to criminal defense practice for renewal of their bar license.	1) Deputy SAPD’s will attend one training relevant to their position on an annual basis. ; and

<p>well as be a resource for other attorneys providing indigent defense services.</p>	<p>scholarships through the Public Defense Commission.</p> <p>Support staff will identify training relating to their positions including those offered by other State agencies.</p> <p>Deputy SAPD's will be encouraged to present at outside CLE programs in exchange for free attendance at the rest of a seminar.</p>	<p>All non-attorney staff members will have sufficient training to independently fulfill the requirements of their position.</p>	<p>2) If possible, non-attorney employees will attend an annual training seminar relevant to their duties that is presented by an outside entity.</p>
<p>Workloads will be controlled, in a financially responsible manner, to ensure that sufficient time is available for both legal services and client communication.</p>	<p>Review both caseload and workload data each year from the prior three years to determine whether either has increased and whether the SAPD is sufficiently staffed.</p>	<p>The completion of a report each year on the status of caseload and workload for the prior three fiscal years.</p>	<p>1) The report will be completed by August 31st of each year for the prior three fiscal years.</p>

<i>Provide Services In An Efficient Manner</i>			
Objective	Strategy	Performance Measure	Benchmark
<p>Workloads will be controlled to ensure that clients are not subjected to unnecessary delay in having their appeals heard by Idaho's appellate courts.</p>	<p>Reduce the average time it takes to have an initial appellant's brief filed by reducing the attorneys' workloads to an appropriate level depending on the experience of the individual attorney.</p>	<p>Maintain the number of briefs filed with more than 2 extensions of time at 10% or less.</p> <p>The completion of a report each year on the status of caseload and workload for the prior three fiscal years.</p> <p>Make a determination, based upon data, of whether the SAPD has a</p>	<p>1) Gather data on the SAPD's caseloads during the prior three fiscal years;</p> <p>2) Gather data on attorneys' actual workloads and average workloads during the prior three fiscal years;</p> <p>3) Gather data on average number of days from receipt of the clerk's transcript and record to attorney</p>

		sufficient number of attorneys to handle the workload or whether additional attorney positions should be sought.	assignment, and the number of cases with Appellant's Briefs filed on more than a second extension of time; and 4) Evaluate data to determine whether the SAPD is sufficiently staffed in time to include any needed additional positions in the upcoming fiscal year's budget request.
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Collaborate With Other Entities To Improve Idaho's Criminal Justice System

Objective	Strategy	Performance Measure	Benchmark
Provide educational opportunities to trial-level attorneys in an effort to improve the practice of criminal defense, thereby reducing and streamlining the time and cost necessary to appeal.	Partner with the Idaho Public Defense Commission, Idaho Association of Criminal Defense Attorneys, and the Idaho State Bar to offer educational programs during regularly scheduled events.	<p>Presentation of appellate update programs by SAPD attorneys during the IACDL's annual seminar each year.</p> <p>Presentation of substantive CLE programs each year by SAPD attorneys for the Public Defense Commission and at IACDL's seminars.</p> <p>Production and organization of training seminars for public defenders statewide. The program will focus on appellate practice. The program will be funded through an application for funds from the Idaho Public Defense Commission.</p>	<p>1) Preparation of appellate update handouts, including case summaries and suggestions for potential impact of appellate cases;</p> <p>2) Identification of substantive topics and preparation of CLE handouts;</p> <p>3) Application for funds to produce a seminar specific to appellate practice for Idaho's public defenders; and</p> <p>4) Presentation of programs.</p>
Participate in relevant working groups to ensure that constitutional rights are protected when policy decisions are made	Participation in committees which determine and implement policies that affect SAPD clients as well as the cost and effectiveness of	<p>Participation in:</p> <p>Idaho Public Defense Comm'n;</p> <p>Idaho Criminal Justice Comm'n;</p>	1) Identification of relevant committees;

<p>and implemented, and the needs and costs of providing clients with constitutionally sufficient representation is a factor in decision making.</p>	<p>constitutionally sufficient legal representation.</p>	<p>Idaho Grant Council; Idaho Supreme Court Criminal Rules Committee; Idaho Supreme Court Appellate Rules Committee; Idaho Supreme Court Rules of Evidence Committee; National Association for Public Defense.</p>	<p>2) Secure representation on the committee; 3) Dedication of sufficient time to adequately research and present relevant data and information; and 4) Consistent participation in meetings.</p>
<p>Encourage and support legislative efforts to review and reform Idaho's indigent defense delivery system to ensure that any changes result in more effective and efficient delivery of services.</p>	<p>Participation in the Idaho Public Defense Commission's writing of rules representation of indigent defendants throughout the State of Idaho.</p>	<p>Idaho's adoption of additional statutes and rules reforming the indigent defense delivery system during the current fiscal year's legislative session.</p>	<p>1) Provide documents and information as requested by the legislature; 2) Legislative testimony as needed; and 3) Active participation in the Idaho Public Defense Commission.</p>

External Factors

The ability of the State Appellate Public Defender to achieve its goals is limited by the time and resources available which is impacted by the number of cases assigned to the SAPD and the available financial and personnel resources. For example, a key requirement of many goals is the ability to control workloads such that cases can be processed in a timely fashion and sufficient time is available to ensure that counsel can review each case and respond to the needs of each client. In addition, if the workloads are excessive there is little to no time which can be dedicated to necessary training or participation in relevant criminal justice organizations. However, the SAPD's ability to control workloads is dependent upon the number of cases assigned to the SAPD by Idaho's district courts, and by the legislature's approval of full-time positions. Increases in the number of cases assigned to the SAPD must be met with additions in personnel and resources to meet the increased workload. The SAPD's ability to add personnel is, in turn, dependent upon outside forces including a sufficient budget appropriation and approval for additional full-time employees.