



JUDICIAL BRANCH

**OFFICE OF THE
ALTERNATE DEFENSE COUNSEL**

FISCAL YEAR 2022-2023

August 01, 2022

**PERFORMANCE
MANAGEMENT SYSTEM**

Background

The United States and Colorado Constitutions provide every accused person with the right to legal representation by counsel in criminal prosecutions. [U.S. Const., amend. VI](#); [Colo. Const., art. II, §16](#). This constitutional right means that counsel will be provided at state expense for indigent persons in all cases in which incarceration is a possible penalty. The Office of the Alternate Defense Counsel (OADC) was established pursuant to [C.R.S. § 21-2-101, et seq.](#) as an independent governmental Agency of the State of Colorado Judicial Branch. The OADC is funded to provide legal representation for indigent persons in criminal and juvenile delinquency cases in which the Office of the State Public Defender (OSPD) has an ethical conflict of interest.

Statutory Mandate/Directive

The Office of the Alternate Defense Counsel is mandated by statute to “provide to indigent persons accused of crimes, *legal services that are commensurate with those available to non-indigents*, and conduct the office in accordance with the Colorado Rules of Professional Conduct and with the American Bar Association Standards relating to the administration of criminal justice, the defense function.” [C.R.S. § 21-2-101\(1\)](#) (emphasis added).

July - August 2022	- Research, complete, and post the Performance Management System on the Office of the Alternate Defense website.
September 2022	- Review Agency Data/Information, comments, and observations obtained through the fiscal year regarding increased efficiency and lean government tactics. - Solicit feedback from Agency employees.
October 2022	- Review Agency's Core Objectives and Performance Measures and evaluate and amend as needed. - Prepare Agency's FY23-24 Budget, taking into consideration information obtained from the Agency evaluation as outlined above.
November 2022	- Research, complete, and post the Performance Report on the Office of the Alternate Defense Counsel website. - Submit FY23-24 Budget Request to the JBC
November 2022 - January 2023	- Presentation to Joint Judiciary as required by (SMART Act) HB13-1299.
April 2023	- Solicit feedback from Agency contractors.
May 2023	- Employees to complete a self-assessment survey. - Conduct formal performance assessment meeting with each employee. - Meet with employees to discuss contributions, competencies, goals, and growth opportunities. Agree on an action plan. Finalize employee performance evaluation documents. - Review Agency's job descriptions to ensure accuracy and revise as necessary.
June 2023	- Develop Agency's Performance Plan.
July 2023	- Post Agency's Performance Plan.

Office of the Alternate Defense Counsel - Strategy / Process Map

Mission Statement

The mission of the Office of the Alternate Defense Counsel (OADC), through the practice of holistic public defense, is to help adults and children who the government has charged with criminal and delinquent offenses. The OADC's holistic practice model fosters ethical, informed, and standard-driven best practices in public defense. The OADC allocates resources in a manner intentionally designed to rebalance the disparate power wielded by the government in the criminal legal system. We advocate for every client's inherent worth and dignity by centering the client's experiences and voice to achieve the best legal outcome.

The OADC is dedicated to zealous, client-centered advocacy rooted in social justice, integrity, and humility. We recognize that we are working within a broken and racist criminal legal system. Public defense advocates play an essential role in challenging bias and disparity within the courtroom, within our offices, and within ourselves. There is a disparate presence of violent policing, over-charging, and harsher sentencing outcomes for Colorado's people of color and other vulnerable populations. The OADC is unwavering in its support of decarceration, the decriminalization of youth, and equity within the criminal legal system.

Goals

I. Grow and support holistic defense representation for OADC clients.

II. Provide superior legal and technological resources.

III. Cost Containment

Strategies

A. Grow, support, and normalize multidisciplinary legal teams.

B. Enhance training to support multidisciplinary work through trainings led by attorney/social work teams.

C. Develop and foster relationships with other agencies who serve our clients.

D. Create partnerships and presence in the communities we serve.

A. Update and maintain eLibrary.

B. Legal research and writing support.

C. Offer online legal research, including Westlaw, Data Access, and EBSCO (legal and social science research databases) to its contractors.

D. Offer assistance with specific technology platforms.

A. Provide ancillary services to reduce attorney hours / average cost per case and achieve more holistic representation.

B. Disseminate legal research and information including weekly written and podcast case summaries.

C. Explore additional technologies to improve contractor efficiencies.

D. Fraud, Waste, & Abuse Prevention.