

# Public Defender

**Tracy M. Macuga**  
Public Defender

Administration

Adult Legal Services

Juvenile Legal Services



FY 2020-21  
**BUDGET WORKSHOPS**

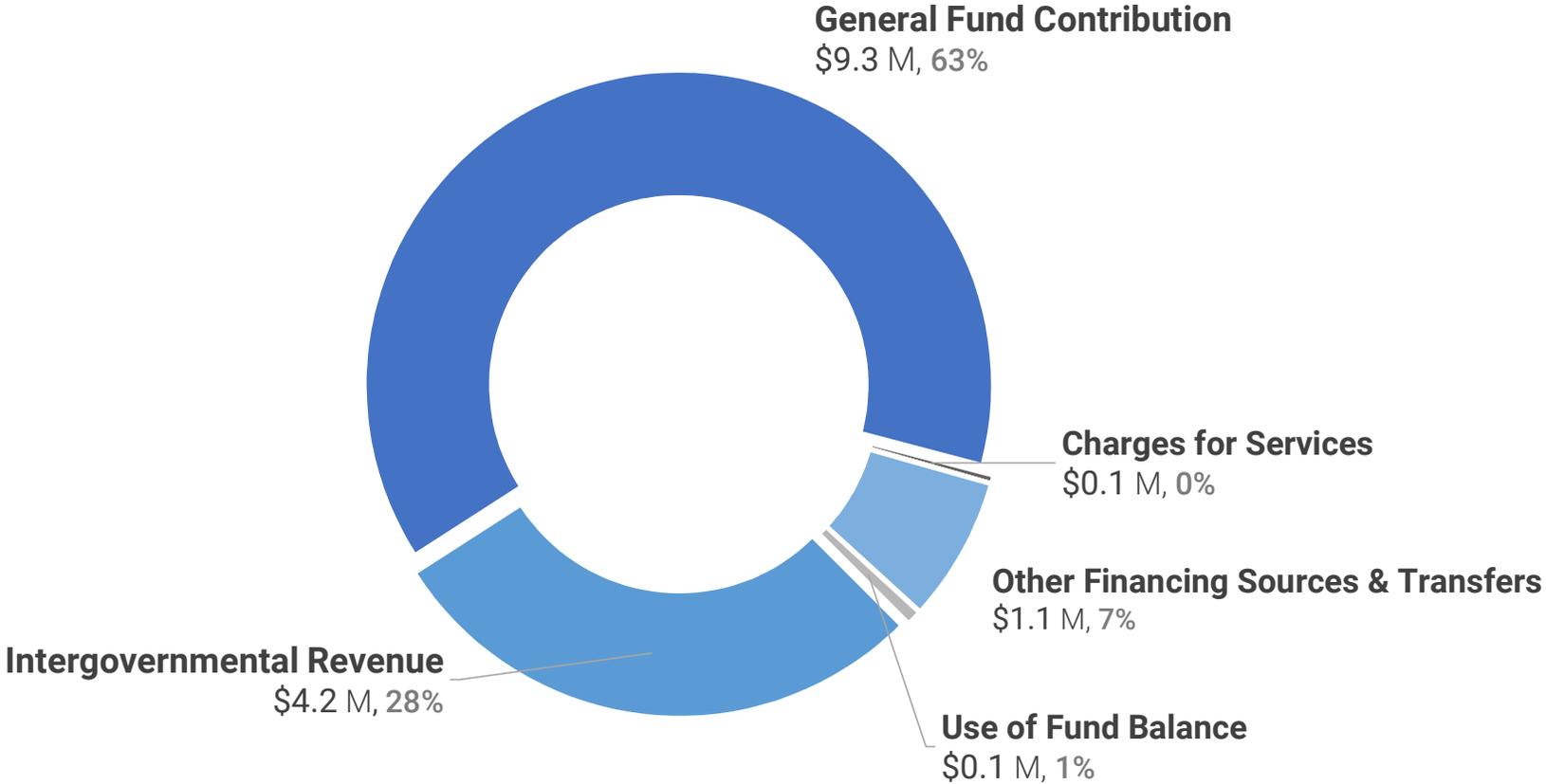
# Key Challenges & Emerging Issues

- Unprecedented Public Health Crisis: Covid-19
- Mass Incarceration
  - Systemic Issues
  - Diversion
  - Money Bail
  - Collateral Consequences
- Holistic Defense
  - Sustainability
  - Expanding Services to Juvenile & Transitional Youth
- Constitutional and Ethical Duties
  - Workload
  - Staffing
  - Experts
- Technology
  - Network Connectivity and IT Tools
  - 21<sup>st</sup> Century Workforce

## Budget Summary

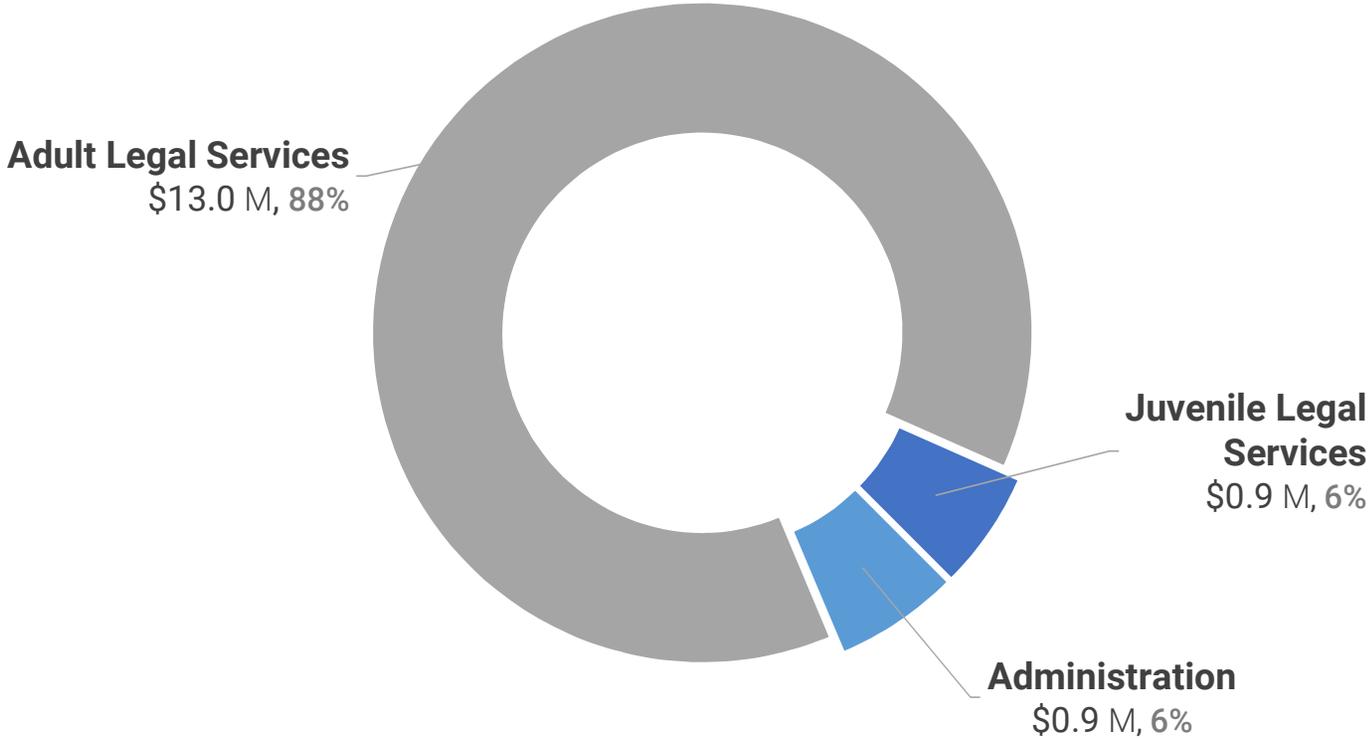
Operating Budget	\$ 14,807,700	
Use of One-Time for Ongoing Operations	\$ 104,100	0.71%
Capital Budget	\$ 0	
General Fund Contribution	\$ 9,324,300	
Full-Time Equivalents	70	
Service Level Reductions	\$ 0	
Restoration Requests	\$ 0	
Expansion Requests	\$ 894,800	

# Source of Funds

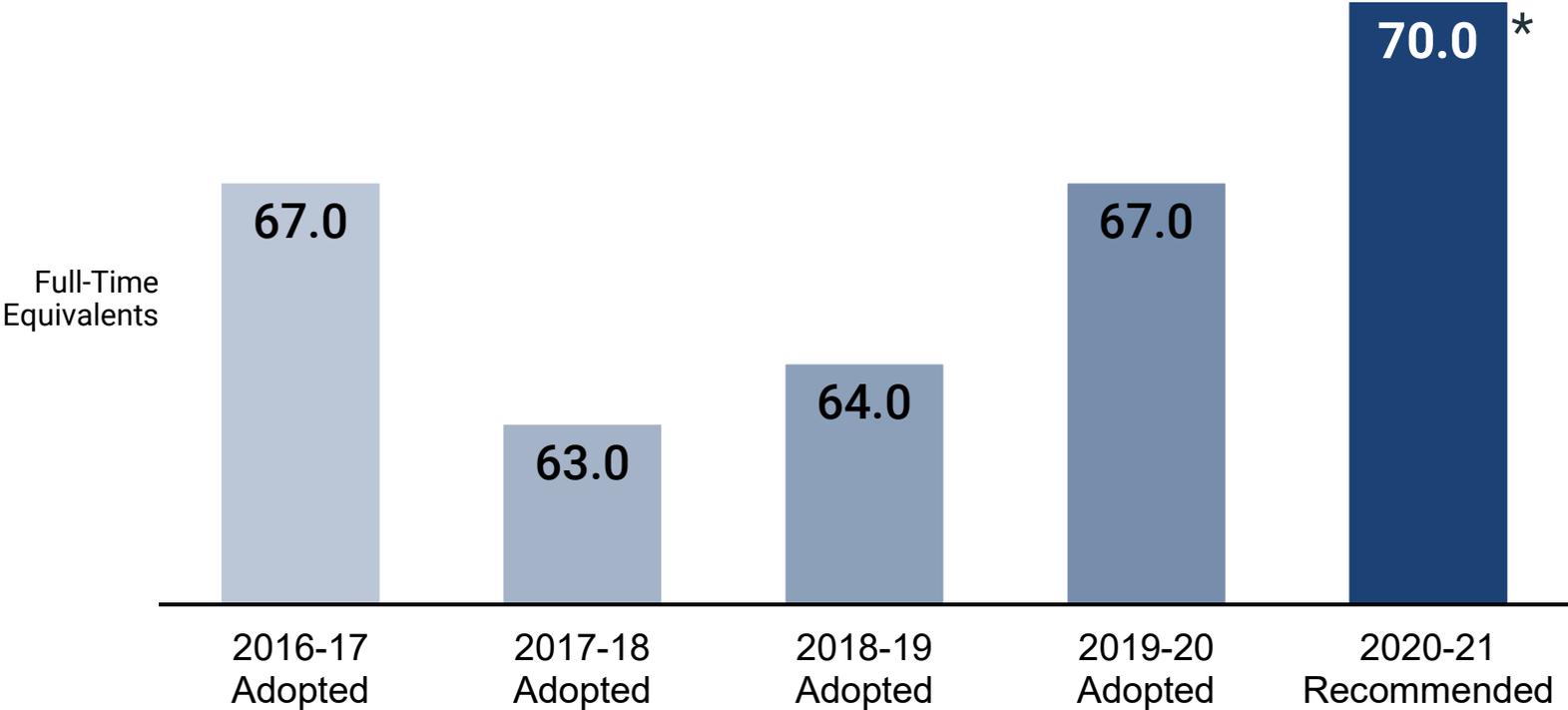


# Use of Operating Funds

By Budget Program

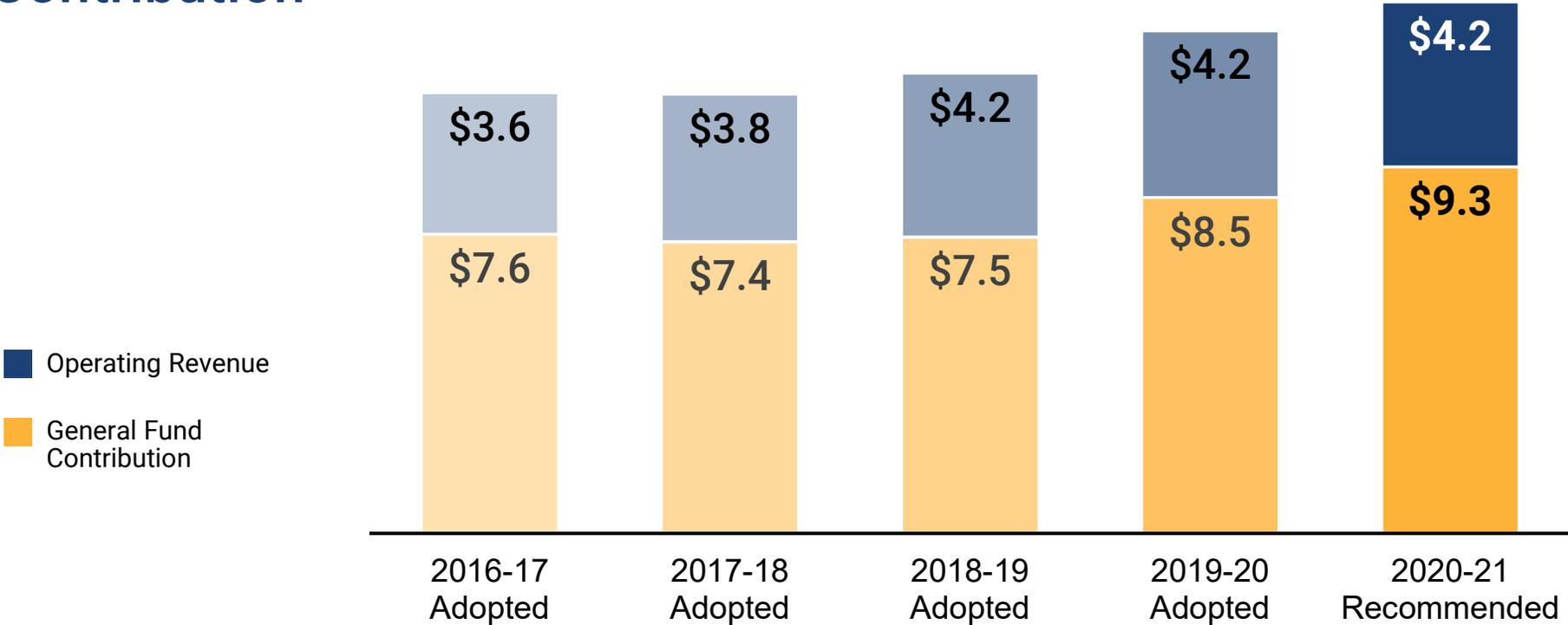


# Staffing Summary



\* 3.0 FTE increase in FY 2020-21 staffing associated with SB1810 grant

# Operating Revenue & General Fund Contribution



# FY 2019-20 Anticipated Accomplishments

- Established Five Year Strategic and IT Plan with Emphasis on Renew '22 Principles 
- Expanded Holistic Defense
  - Launched a Drop-In Legal Clinic 
  - Coordinated Community Engagement and Outreach Events 
  - Expanded CBO Partnership and Strategic Alliances 
  - Awarded *Women's Fund of Santa Barbara* Grant 
- Published First Annual Report 
- Development of Policies and Procedures
  - Adopted Investigator Policies and Procedures
  - Drafted Legal Office Management Policies and Procedures
  - Adopted Retention Policy
- 21<sup>st</sup> Century Workforce
  - Built Diverse and Inclusive Organization 
  - Formalized Leadership Team and Future Leaders Training and Development Plan 

 Renew '22  
Departmental Initiative

# FY 2019-20 Anticipated Accomplishments

◆ Renew '22  
Departmental Initiative

- **Strategic Private Partnerships**
  - Spearheaded implementation of two major three-year grants in collaboration with our justice partners: \$6M from Board of State and Community Partnership (BSCC) and \$3M from Department of State Hospitals (DSH). ◆
  - Recruited the Bail Project to SB County, a non-profit organization providing money for people unable to pay bail. ◆
  - Initiated social justice text messaging options through Uptrust which will reduce failures to appear (FTAs), bench warrants, and the resulting incarceration. ◆
  - Selected as National Legal Aid and Defender Association (NLADA) VISTA host site providing holistic defense capacity building within the communities. ◆
- **Utilized Current Technology to Improve Client Services and Increase Overall Efficiency**
  - Rebuilt and Redesigned Case Management System (E2). Expected launch July 1, 2020. ◆
  - Maximized digital business operations to utilize data assets and technology-focused initiatives. ◆
- **Development of Resources for the Justice Involved**
  - Distributed 'Know Your Process' and 'Know Your Rights' Guides ◆
  - Information Guides for Common Charges ◆

# FY 2020-21 Objectives

◆ Renew '22  
Departmental Initiative

- **Re-Vision Values Statement and Create Policies and Procedures**
  - Refine values statement that reflects the stated goals of Renew '22 ◆
  - Create Policies and Procedures for Legal Office Professionals, Information Technology, and Community Defender Division
- **Continue to develop additional Public-Private Partnerships**
  - Establish fellowship with Code for America providing three data fellows ◆
  - Be selected as Gideon's Promise host site, recruiting the future leaders of client-focused public defense ◆
  - Formulate Immigration and Post-Bar Fellowships ◆
- **Conduct Workplace Assessment**
  - Conduct Office-Wide Surveys to Measure Employee Engagement ◆
  - Coordinate Office-Wide Yearly Retreat
- **Written Resource Pamphlets and Guides**
  - Establish protocol for implementation of SB 384
  - Develop Specialty Court resource guides ◆
  - Develop information materials (print and web-based) to improve service to clients, potential clients, and their loved ones ◆

# FY 2020-21 Objectives

◆ Renew '22  
Departmental Initiative

- **IT Tools**
  - Develop Case Management Business Intelligence to streamline work process ◆
  - Redesign Internet and Intranet ◆
  - Develop Lifecycle Management Policy utilizing sustainability policy
  - Develop Case Management and Technology tutorials library ◆
- **Holistic Defense**
  - Expand Pre-Arrest Unit representation
  - Expand Holistic defense into juvenile and transitional youth to assist with placement, advocacy, and mitigation ◆
- **Improve non-confidential information sharing across departments**
  - Streamline discovery exchange ◆
  - Integrate services to youth among justice partners (i.e., CWS, Probation, BeWell)
- **Community Engagement**
  - Build relationships with CBOs ◆
  - Conduct annual community event and expand Social Media presence ◆ 11

# RENEW '22 | Big Picture Goals

## RE-DESIGN

### Migrate County Services Online

- Launch eDefender portal, online access for clients to submit financial applications, request services, and submit walk-in requests to the Public Defender's Office.
- As part of the holistic defense vision, expand Uptrust enrollment and services. This social justice communication platform generates automatic text message notifications to clients to remind them of court dates and scheduled meetings with their attorneys, thereby reducing Failures to Appear (FTAs). Expansion will also connect clients to services to address hardships such as transportation challenges, child care needs, and school or work needs that are often connected to FTAs.

### Process Improvement Training

- Two staff members from the leadership team will participate in the County-provided process improvement training program, who will then provide in-house training to other staff members to share the process improvement and innovation tools throughout the department.

## RE-BALANCE

### Enhance Financial Resiliency

- Secure a fellowship for an immigration attorney with a partnering law school to meet our constitutional duties under *Padilla v. Kentucky*.
- Utilize data to make evidence-based decisions in work process development to ensure that the most efficient use of time and funds are being employed.
- Continue to develop strategic public-private partnerships and garner IT tools to increase sustainability in the department's infrastructure and services.

# RENEW '22 | Big Picture Goals

## RESPOND

### Conduct Satisfaction Surveys

- Conduct a workplace assessment in coordination with the National Association for Public Defense. In conjunction, conduct annual employee engagement surveys to assist in shaping the evolving role of public defense.
- Develop a client satisfaction survey to be completed by a client at the conclusion of a case.

## RETAIN

### Manager Leadership Development

- Commit to sending one member of the Public Defender's Office each year to the Leadership Program at the EU.
- Leadership team and future leaders of the Office will attend yearly leadership training focused specifically on public defense.

### New Employee Retention

- Conduct yearly stay interviews coupled with employee performance reviews to provide agile response to employee needs.
- Develop employee expectations for all job classes to develop guidelines to meet the demands of today's workforce.

# Performance Measures

Description	2017-18 Actual	2018-19 Actual	2019-20 Est. Actual	2020-21 Recommended
Number of new felony, misdemeanor, and juvenile matters handled	<b>N/A</b>	<b>12,164</b>	<b>12,231</b>	<b>12,200</b>
Number of juvenile record requests sealed	<b>210</b>	<b>350</b>	<b>600</b>	<b>1,000</b>
Number of clients evaluated for referral to services including shelter, housing, drug treatment, mental health treatment, vocation services	<b>N/A</b>	<b>N/A</b>	<b>700</b>	<b>800</b>
Number of investigative request submitted by attorneys to investigators	<b>N/A</b>	<b>N/A</b>	<b>3,200</b>	<b>3,200</b>
Advocate for clients' release: number of clients provided with pre-arraignment consultation	<b>N/A</b>	<b>502</b>	<b>600</b>	<b>1,000</b>
Amount of Private Partnership dollars funding Public Defender services in lieu of County (Percentage of Annual Budget, Target=1%)	<b>N/A</b>	<b>0.41%</b> \$50,000/ \$12,293,600	<b>3.02%</b> \$409,900/ \$13,556,800	<b>3.07%</b> \$454,000/ \$14,807,700

## Performance Measures

Description	2017-18 Actual	2018-19 Actual	2019-20 Est. Actual	2020-21 Recommended
Percentage of PD IT Helpdesk requests that are forensic litigation support related	<b>N/A</b>	<b>36.3%</b> 437 / 1204	<b>39.8%</b> 1,288 / 3,240	<b>35.0%</b> 1,400 / 3,600
Hours spent internally interpreting for client meetings, phone calls, jail visits	<b>N/A</b>	<b>N/A</b>	<b>4,000</b>	<b>4,000</b>
Number of Prop 47 motions filed	<b>N/A</b>	<b>5,000</b>	<b>7,000</b>	<b>7,000</b>
Number of in-house trainings, webinar trainings, wellness trainings, workshops, and lectures	<b>N/A</b>	<b>146</b>	<b>150</b>	<b>160</b>
Total volunteer hours for post-bars, interns, and externs	<b>N/A</b>	<b>7,000</b>	<b>8,000</b>	<b>10,000</b>

## Service Level Reductions

None

## Expansion Requests

Description	FTE(s)	GFC Amount
Legal Office Professional (LOP) Staffing: convert four extra help positions into permanent FTE	4.0	\$ 156,800*
Misdemeanor Attorney Staffing: convert two extra help positions into permanent FTE; add one extra help attorney position	2.0	194,000*
IT Staffing: add one extra help computer systems specialist position		69,000*
Establish reserve funds for Capital Litigation Expert and Evaluations costs		150,000
Changing Legislative Demands: add one extra help attorney and one extra help LOP		205,000
Paperless Files (year 1 of 4): add four interns to scan case files		120,000
<b>Total</b>	<b>6.0</b>	<b>\$ 894,800</b>

**(\$419,800 ongoing;  
\$475,000 one-time)**

\* On-going Funding

## Summary

- The time is now to rethink mass incarceration. Brothers, sisters, mothers, and fathers are unnecessarily separated from their families, their lives and dreams put on hold.
- We need a global solution so that each criminal justice stakeholder is not burdened by depleting their individual resources to solve a problem that touches all branches of the criminal system.
- Holistic defense is the answer, it is a better way of providing criminal defense services.
- There is no greater urgency than now. Action is needed to move towards evidence-based policymaking.

“

The true measure of our character is how we treat the poor, the disfavored, the accused, the incarcerated, and the condemned. ”

Bryan Stevenson,  
Just Mercy: A Story of Justice and Redemption



FY 2020-21  
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