#### MISSION

The mission of the Office of the Public Defender (OPD) is to provide superior legal representation to indigent defendants in the State of Maryland by safeguarding fundamental individual rights and ensuring access to the guaranteed protections afforded by the United States Constitution, the Bill of Rights, the Maryland Constitution and Declaration of Rights, and the laws of Maryland.

#### VISION

The vision of the OPD is to have an attorney available and present at each critical stage of all criminal proceedings and to ensure that our attorneys and staff have the knowledge, tools, training, and leadership to provide superior legal representation for all indigent persons charged with incarcerable crimes.

### **KEY GOALS, OBJECTIVES, AND PERFORMANCE MEASURES**

Goal 1. The OPD will provide sufficient and balanced attorney resource distribution throughout the Agency, in accordance with the currently available best practice standards for defender caseloads.

Obj. 1.1 Full time attorneys in the Appellate Division will maintain workloads consistent with currently available best practices.

Performance M	leasures		2019 Act.	2020 Act.	2022 Act.	2023 Act.	2024 Act.	2025 Est.	2026 Est.
Number of app	ellate matters		790	790	413	602	658	784	872
Number of app	ellate attorneys		28	28	28	28	29	29	29
Annual appellat	e caseload per attorn	ey	29	29	15	17	23	27	30
Number of mat	ters in the Appellate	Court of Maryland	N/A	N/A	N/A	582	649	734	816
Number of Cer	tiorari Petitions filed		N/A	N/A	N/A	18	17	20	22
Number of mat	ters in the Supreme (	Court of Maryland	N/A	N/A	N/A	9	9	16	17
Best Available Standard	Best Available Standard	Caseload Study	0 Standard	36	Number of	Attorneys ne	eeded to mee	et standard	8

Obj. 1.2 Full time attorneys in the Post Conviction Defenders Division maintain workloads consistent with currently available best practices.

Performance Measures	2019 Act.	2020 Act.	2022 Act.	2023 Act.	2024 Act.	2025 Est.	2026 Est.
Number of post conviction defender matters	1,888	1,888	1,336	1,498	1,611	1,676	1,768
Number of post conviction defender attorneys	24	24	24	25	26	26	26
Annual post conviction defender workload per attorney	79	79	79	59	62	65	67
Number of motions to reopen post conviction cases	N/A	N/A	71	57	21	30	32
Number of matters in which post conviction relief was g	ranted N/A	N/A	43	N/A	24	28	37
Number of parole revocations cases opened	428	428	416	386	516	553	566
Number of inmates released after parole revocation hear	ing N/A	N/A	N/A	48	N/A	N/A	N/A
Number of mental health matters	7,494	7,494	10,590	9,651	8,785	8,007	7,301
Best Available Best Available Standard Standard Caseload Study	0 Standard	26	Number of	Attorneys n	eeded to mee	et standard	2

Obj. 1.3 Full time attorneys in the Mental Health Division will maintain workloads consistent with currently available best practices.

Performance Measures	2019 Act.	2020 Act.	2022 Act.	2023 Act.	2024 Act.	2025 Est.	2026 Est.
Number of mental health matters	7,494	7,494	10,590	9,651	8,785	8,007	7,301
Number of mental health attorneys	11	11	11	12	13	13	13
Annual mental health workload per attorney	681	681	963	804	676	616	562
Best Available Standard OPD Caseload Study 0	Standard	883	Number of	Attorneys ne	eeded to mee	et standard	0

Obj 1.4 Full time attorneys in the Parental Defense Division will maintain workloads consistent with currently available best practices.

Performance	Measures		2019 Act.	2020 Act.	2022 Act.	2023 Act.	2024 Act.	2025 Est.	2026 Est.
Number of Pa	arental Defense m	atters	1,159	1,159	1,016	901	871	782	711
Number of Pa	arental Defense at	torneys	31	31	31	32	36	36	36
Annual Parent	tal Defense workl	oad per attorney	37	37	33	28	24	22	20
Best Available	-			<b>T</b> T <b>'</b>		•	1 1		10
Standard	Oregon	Caseload Study	0 Standard	Varies	Number of	Attorneys no	eeded to mee	et standard	12

**Obj 1.5** Meet the standards under the best practices currently available for Felony attorney workloads for Circuit Court matters.

Performance Measures	2019 Act.	2020 Act.	2022 Act.	2023 Act.	2024 Act.	2025 Est.	2026 Est.
Number of Circuit Court matters (district operations)	39,201	39,201	20,765	24,205	20,637	21,029	21,582
Number of authorized Circuit Court attorneys (district operations)	220	220	188	253	229	229	229
Number of Circuit Court matters paneled to private attorneys							
(district operations)	6,879	6,879	3,389	2,208	2,139	2,213	2,288
Average Matters Per Attorney in Circuit Court (standard in parenthesis)							
1 - Baltimore City - urban (156)	150	150	70	131	81	77	80
2 - Wicomico, Worcester, Somerset, Dorchester - rural (191)	192	192	119	65	99	96	96
3 - Queen Anne, Caroline, Elkton, Kent, Talbot - rural (191)	273	273	258	47	112	113	105
4 - Charles, Calvert, St. Mary's - rural (191)	109	109	60	52	69	73	74
5 - Prince George's - suburban (140)	79	79	69	119	62	74	84
6 - Montgomery - suburban (140)	80	80	64	98	50	57	67
7 - Anne Arundel - suburban (140)	176	176	79	138	82	86	92
8 - Baltimore - suburban (140)	142	142	118	144	119	110	98
9 - Harford - rural (191)	167	167	83	87	76	85	93
10 - Howard, Carroll - rural (191)	176	176	98	64	72	70	66
11 - Frederick, Washington - rural (191)	177	177	77	74	78	86	95
12 - Allegany, Garrett - rural (191)	183	183	167	66	61	56	52
Best Available							
Standard National Caseload Study 0	Standard	Varies	Number of	Attorneys no	eeded to mee	et standard	792

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**Obj. 1.6** Meet the standards under the best practices currently available for Misdemeanor attorneys for District Court matters.

Performance Measures	2019 Act.	2020 Act.	2022 Act.	2023 Act.	2024 Act.	2025 Est.	2026 Est
Number of District Court matters (district operations)	144,342	144,342	90, 688	81,893	85,173	83,658	82,75
Number of authorized District Court attorneys (district							
operations)	165	165	0	141	181	181	183
Number of District Court matters paneled to private attorneys							
(district operations)	45,775	45,775	9,046	7,639	8,769	8,961	9,230
Number of matters paneled under the Workload Reduction							
Program	37,893	37,893	N/A	N/A	6,724	6,888	7,09
Average Matters Per Attorney in District Court (standard in parenthesis)							
1 - Baltimore City - urban (728)	598	598	245	179	278	257	23
2 - Wicomico, Worcester, Somerset, Dorchester - rural (630)	563	563	656	N/A	588	795	50
3 - Queen Anne, Caroline, Elkton, Kent, Talbot - rural (630)	655	655	357	N/A	344	506	29
4 - Charles, Calvert, St. Mary's - rural (630)	762	762	595	N/A	334	465	28
5 - Prince George's - suburban (705)	610	610	290	450	427	408	36
6 - Montgomery - suburban (705)	526	526	210	254	441	536	66
7 - Anne Arundel - suburban (705)	391	391	589	698	719	760	80
8 - Baltimore - suburban (705)	721	721	798	552	535	488	47
9 - Harford - rural (630)	656	656	391	288	493	466	48
10 - Howard, Carroll - rural (630)	502	502	248	256	237	217	19
11 - Frederick, Washington - rural (630)	656	656	378	463	518	512	51
12 - Allegany, Garrett - rural (630)	476	476	279	429	483	426	39
Best Available							
Standard National Caseload Study	0 Standard	Varies	Number of	Attorneys no	eeded to mee	et standard	16

Performance Measures	2019 Act.	2020 Act.	2022 Act.	2023 Act.	2024 Act.	2025 Est.	2026 Est
Number of Juvenile Court matters (district operations)	9,373	9,373	2,852	3,601	5,021	4,828	6,053
Number of authorized Juvenile Court attorneys (district	53	53	33	41	39	39	39
Number of Juvenile Court matters paneled to private attorneys							
listrict operations)	1,763	1,763	568	783	1,285	1,223	1,453
Average Matters Per Attorney in Juvenile Court (standard in parenthesis)							
- Baltimore City - urban (182)	77	77	44	33	56	46	5
2 - Wicomico, Worcester, Somerset, Dorchester - rural (271)	391	391	110	N/A	N/A	N/A	N/A
3 - Queen Anne, Caroline, Elkton, Kent, Talbot - rural (271)	175	175	136	N/A	N/A	N/A	N/A
4 - Charles, Calvert, St. Mary's - rural (271)	151	151	69	N/A	N/A	N/A	N/A
5 - Prince George's - suburban (238)	118	118	77	55	69	67	94
5 - Montgomery - suburban (238)	138	138	60	37	70	61	95
7 - Anne Arundel - suburban (238)	151	151	49	70	108	115	150
8 - Baltimore - suburban (238)	97	97	76	52	82	80	100
9 - Harford - rural (271)	187	187	100	N/A	N/A	N/A	N/A
10 - Howard, Carroll - rural (271)	156	156	90	N/A	N/A	N/A	N/A
11 - Frederick, Washington - rural (271)	238	238	93	N/A	N/A	N/A	N/I
12 - Allegany, Garrett - rural (271)	105	105	55	N/A	N/A	N/A	N/I
Best Available Standard Oregon Caseload Study	0 Standard	Varies	Number of	Attorneys no	eeded to me	et standard	4

**Obj. 1.7** Meet best practice under currently available standards for Juvenile Court cases.

#### Goal 2. The OPD will provide a sufficient information technology infrastructure to efficiently support all Agency Operations.

Obj 2.1 Meet the standards for best practices currently available for attorney to Social Worker ratio.

Performance Measures (Fi	2019 Act.	2020 Act.	2022 Act.	2023 Act.	2024 Act.	2025 Est.	2026 Est.			
Number of Social Workers				N/A	N/A	N/A	27	29	29	29
Ratio of Attorneys to Social V	Ratio of Attorneys to Social Workers				N/A	N/A	19.6:1	20.1:1	20.1:1	20.1:1
Best Available Standard	OPD	Caseload Study	0	Standard	8:1	Number of	Attorneys ne	eeded to mee	et standard	36

Obj 2.2 Meet the standard for best practices currently available for attorney to administrative support ratio.

Performance Measures (Fiscal Year)	2019 Act.	2020 Act.	2022 Act.	2023 Act.	2024 Act.	2025 Est.	2026 Est.
Number of attorneys to clerks and secretaries	N/A	N/A	N/A	126	143	143	143
Ratio to clerks and secretaries	N/A N/A N/A 4.21:1 4:1 4:1					4:1	4:1
Best Available Standard OPD Caseload Study	0 Standard	3:1	Number of	Attorneys no	eeded to mee	et standard	19

#### **Obj 2.3** Meet the standard for best practices currently available for attorney to paralegal ratios.

Performance Measures (Fiscal Year)	2019 Act.	2020 Act.	2022 Act.	2023 Act.	2024 Act.	2025 Est.	2026 Est.
Number of Paralegals	N/A	N/A	N/A	30	37	37	37
Best Available Standard OPD Caseload Study	0 Standard	11:1	Number of	Attorneys no	eeded to mee	et standard	10

#### Goal 3. The OPD will provide superior, effective representation for public defender clients.

- Obj. 3.1 OPD will provide client centered tenacious advocacy.
- **Obj. 3.2** OPD will incorporate multidisciplinary expertise in legal representation.
- Obj. 3.3 OPD will seek to reduce incarceration and unjust convictions.

Performance measure (Fiscal Year)	2019 Act.	2020 Act.	2022 Act.	2023 Act.	2024 Act.	2025 Est.	2026 Est.
Number of matter referred for forensic mental health division	N/A	N/A	N/A	1,128	968	1,094	1,105
(Post Conviction) Years of sentences reduced	N/A	N/A	450	758	553	600	650
(Post Conviction) Number of life sentences reduced	N/A	N/A	17	12	4	7	9
(Post Conviction) Number of inmates released during reporting	N/A	N/A	N/A	48	N/A	N/A	N/A
Best Available Standard N/A Caseload Study	0 Standard	0	Number of	Attorneys ne	eeded to mee	et standard	0