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 resource distribution throughout the Agency.

- Obj. 1.1 Full time attorneys in the Appellate Division will handle no more than 30 cases annually, which is the Case Weighting Study standard for appellate attorneys.
- **Obj. 1.2** Full time attorneys in the Post Conviction Defenders Division will handle no more than 111 cases annually, which is the Case Weighting Study standard for collateral review attorneys.
- **Obj. 1.3** Full time attorneys in the Mental Health Division will handle no more than 843 cases annually, which is the Case Weighting Study standard for mental health attorneys.

Performance Measures (Calendar Year)	2014 Act.	2015 Act.	2016 Act.	2017 Act.	2018 Act.	2019 Est.	2020 Est.
Number of appellate cases	761	931	889	857	948	956	964
Number of appellate attorneys	27.5	29.5	27.5	27.5	27.5	27.5	27.5
Annual appellate caseload per attorney	28	28	32	26	30	31	31
Number of post conviction defender cases	2,450	2,998	2,835	2,278	2,230	2,025	1,839
Number of post conviction defender attorneys	17	19	20	21	24	24	24
Annual post conviction defender caseload per attorney	144	157	142	104	92	83	76
Number of motions to reopen post conviction cases	86	21	70	101	82	80	80
Number of cases in which post conviction relief was granted	251	277	260	292	226	250	250
Years of sentences reduced	N/A	N/A	N/A	277	424	450	500
Number of life sentences reduced	N/A	N/A	N/A	7	1	2	1
Number of inmates released during reporting period	N/A	N/A	N/A	N/A	57	55	60
Number of parole revocation cases opened	N/A	N/A	N/A	548	432	490	461
Number of inmates released after parole revocation hearing	N/A	N/A	N/A	N/A	14	20	25
Number of mental health cases	7,624	7,485	7,229	7,032	8,134	8,385	8,643
Number of mental health attorneys	7.5	7.5	8.0	9.0	11.0	11.0	11.0
Annual mental health caseload per attorney	1,017	985	904	781	739	750	773

Obj. 1.4 Full time attorneys in the Parental Defense Division will handle no more than 173 cases annually, which is the Case Weighting Study standard for parental defense attorneys.

Performance Measures (Calendar Year)	2014 Act.	2015 Act.	2016 Act.	2017 Act.	2018 Act.	2019 Est.	2020 Est.
Number of Parental Defense cases	6,083	6,406	6,575	6,705	6,405	6,425	6,450
Number of Parental Defense attorneys	29.5	29.5	29.0	29.0	30.0	30.0	30.0
Annual average Parental Defense caseload per attorney	119	119	116	122	104	104	105

Obj. 1.5 Meet the Case Weighting Study standard for Circuit Court cases, by region, at no less than 50 percent of OPD district offices: urban - 156, suburban - 140, rural - 191.

Performance Measures (Calendar Year)	2014 Act.	2015 Act.	2016 Act.	2017 Act.	2018 Act.	2019 Est.	2020 Est.
Number of Circuit Court cases (district operations)	49,656	45,447	41,965	40,132	41,484	40,516	39,663
Number of authorized Circuit Court attorneys (district operations)	225	231	228	221	223	222	222
Number of Circuit Court cases paneled to private attorneys							
(district operations)	5,132	4,872	4,175	4,287	5,357	5,243	5,145
Average Cases Per Attorney in Circuit Court (standard in parenthesis)							
1 - Baltimore City - urban (156)	168	129	131	135	157	150	144
2 - Wicomico, Worcester, Somerset, Dorchester - rural (191)	186	160	185	177	188	204	221
3 - Queen Anne, Caroline, Elkton, Kent, Talbot - rural (191)	532	355	248	248	243	242	242
4 - Charles, Calvert, St. Mary's - rural (191)	303	270	256	242	179	163	149
5 - Prince George's - suburban (140)	170	147	142	123	111	108	104
6 - Montgomery - suburban (140)	101	91	104	94	73	74	71
7 - Anne Arundel - suburban (140)	216	230	182	187	173	172	171
8 - Baltimore - suburban (140)	207	229	191	181	184	180	176
9 - Harford - rural (191)	252	239	184	177	169	163	156
10 - Howard, Carroll - rural (191)	238	214	181	192	174	163	152
11 - Frederick, Washington - rural (191)	264	267	226	198	223	208	195
12 - Allegany, Garrett - rural (191)	187	191	174	207	283	321	364
Percent of district offices where Circuit Court caseloads met Case							
Weighting Study standards	25%	33%	58%	50%	50%	50%	42%

Obj. 1.6 Meet the Case Weighting Study standard for District Court cases, by region, at no less than 40 percent of OPD district offices: urban - 728, suburban - 705, rural - 630.

Performance Measures (Calendar Year)	2014 Act.	2015 Act.	2016 Act.	2017 Act.	2018 Act.	2019 Est.	2020 Est.
Number of District Court cases (district operations)	152,676	137,256	132,938	128,422	146,271	150,606	155,317
Number of authorized District Court attorneys (district							
operations)	171	156	167	162	165	165	165
Number of District Court cases paneled to private attorneys							
(district operations)	8,513	7,109	6,739	7,386	20,407	21,079	21,804
Average Cases Per Attorney in District Court (standard in parenthesis)							
1 - Baltimore City - urban (728)	614	543	479	508	575	577	579
2 - Wicomico, Worcester, Somerset, Dorchester - rural (630)	873	1,021	882	900	916	960	1,006
3 - Queen Anne, Caroline, Elkton, Kent, Talbot - rural (630)	600	482	627	672	808	830	937
4 - Charles, Calvert, St. Mary's - rural (630)	889	1,076	734	636	678	646	616
5 - Prince George's - suburban (705)	1,228	1,728	1,758	1,641	1,549	1,631	1,717
6 - Montgomery - suburban (705)	1,489	1,069	1,036	921	844	860	876
7 - Anne Arundel - suburban (705)	1,262	1,193	1,118	1,003	934	942	950
8 - Baltimore - suburban (705)	857	750	695	772	752	799	850
9 - Harford - rural (630)	725	824	608	719	727	740	754
10 - Howard, Carroll - rural (630)	713	614	629	588	560	542	524
11 - Frederick, Washington - rural (630)	618	723	618	563	644	682	721
12 - Allegany, Garrett - rural (630)	820	761	627	614	559	566	573
Percent of district offices where District Court caseloads meet							
Case Weighting Study standards	25%	16%	58%	42%	25%	25%	33%

Obj. 1.7 Meet the Case Weighting Study standard for Juvenile Court cases, by region, at no less than 75 percent of OPD district offices: urban - 182, suburban - 238, rural - 271.

Performance Measures (Calendar Year)	2014 Act.	2015 Act.	2016 Act.	2017 Act.	2018 Act.	2019 Est.	2020 Est.
Number of Juvenile Court cases (district operations)	13,251	11,765	9,960	10,752	10,613	11,463	12,616
Number of authorized Juvenile Court attorneys (district							
operations)	67	67	59	59	53	53	53
Number of Juvenile Court cases paneled to private attorneys							
(district operations)	2,444	2,438	2,063	1,761	1,731	1,838	1,986
Average Cases Per Attorney in Juvenile Court (standard in parenthesis)							
1 - Baltimore City - urban (182)	75	64	63	105	171	204	243
2 - Wicomico, Worcester, Somerset, Dorchester - rural (271)	336	309	337	311	676	670	663
3 - Queen Anne, Caroline, Elkton, Kent, Talbot - rural (271)	78	180	270	270	176	190	205
4 - Charles, Calvert, St. Mary's - rural (271)	311	220	177	283	407	432	459
5 - Prince George's - suburban (238)	381	262	161	90	88	71	57
6 - Montgomery - suburban (238)	93	111	199	233	229	242	255
7 - Anne Arundel - suburban (238)	118	59	71	120	120	173	249
8 - Baltimore - suburban (238)	167	143	116	161	121	132	144
9 - Harford - rural (271)	145	75	287	349	267	278	289
10 - Howard, Carroll - rural (271)	264	168	215	206	174	162	150
11 - Frederick, Washington - rural (271)	484	285	192	294	317	329	342
12 - Allegany, Garrett - rural (271)	163	153	142	286	129	127	113
Percent of district offices where Juvenile Court caseloads meet							
Case Weighting Study standards	67%	75%	92%	58%	75%	50%	42%

Goal 2. Inmate Services will provide superior, effective representation for public defender clients.

Obj. 2.1 The Inmate Services Division will provide representation to individuals eligible to receive post conviction relief who request such services. Post conviction relief aims to achieve a variety of outcomes, including correcting/vacating a sentence, obtaining permission to file a late appeal, securing a new trial, etc.

Performance Measures (Calendar Year)	2014 Act.	2015 Act.	2016 Act.	2017 Act.	2018 Act.	2019 Est.	2020 Est.
Number of post conviction cases opened	1,097	2,998	2,835	2,278	2,230	2,025	1,839
Number of motions to reopen post conviction cases	86	21	70	101	82	80	80
Number of cases in which post conviction relief was granted	251	277	260	292	222	250	250

Goal 3. Provide superior, effective representation for public defender clients.

- Obj. 3.1 Cultivate leadership and managerial excellence.
- Obj. 3.2 Invest in core staff strengths.
- Obj. 3.3 Enhance legal representation and attorney competence by establishing coaching and training curriculums.

Performance Measures (Calendar Year)	2014 Act.	2015 Act.	2016 Act.	2017 Act.	2018 Act.	2019 Est.	2020 Est.
Number of candidates enrolled in the leadership academy	N/A	N/A	N/A	N/A	N/A	N/A	5
Number of trained mentors	N/A	N/A	N/A	N/A	N/A	N/A	3
Percentage of core staff in compliance with established CLE training	N/A	N/A	N/A	N/A	N/A	N/A	10%
Percentage of intake staff in compliance	N/A	N/A	N/A	N/A	N/A	N/A	10%
referriage of intake staff in compnance							1070
Percentage of Secretarial staff in compliance	N/A	N/A	N/A	N/A	N/A	N/A	10%
Percentage of Paralegal staff in compliance	N/A	N/A	N/A	N/A	N/A	N/A	10%
Number of Coaching Sessions	N/A	N/A	N/A	N/A	N/A	N/A	1
Number of Attendees completing coaching sessions	N/A	N/A	N/A	N/A	N/A	N/A	7
Number of Training Curriculum Modules	N/A	N/A	N/A	N/A	N/A	N/A	1
Number of Attendees completing Training curriculum	N/A	N/A	N/A	N/A	N/A	N/A	25

OTHER PERFORMANCE MEASURES

Performance Measures (Calendar Year)	2014 Act.	2015 Act.	2016 Act.	2017 Act.	2018 Act.	2019 Est.	2020 Est.
Number of panel attorneys used	423	400	433	417	379	385	400
Number of cases paneled (entire agency)	16,089	17,530	16,648	17,073	31,053	28,160	28,935