#### **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)	2015 Act.	2016 Act.	2017 Act.	2018 Act.	2019 Act.	2020 Est.	2021 Est.
1	Number of appellate cases	931	889	857	948	790	749	704
1	Number of appellate attorneys	29.5	27.5	27.5	27.5	27.5	27.5	27.5
1	Annual appellate caseload per attorney	32	32	31	34	29	27	26
1	Number of post conviction defender cases	2,998	2,835	2,278	2,230	1,888	1,605	1,364
1	Number of post conviction defender attorneys	19	20	21	24	24	24	24
1	Annual post conviction defender caseload per attorney	158	142	108	93	79	67	57
2	Number of motions to reopen post conviction cases	21	70	101	82	N/A	85	90
2	Number of cases in which post conviction relief was granted	277	260	292	226	N/A	264	275
2	Years of sentences reduced	N/A	N/A	277	424	N/A	300	300
2	Number of life sentences reduced	N/A	N/A	7	1	N/A	2	2
2	Number of inmates released during reporting period	N/A	N/A	N/A	57	N/A	50	50
	Number of parole revocation cases opened	N/A	N/A	548	432	428	425	425
2	Number of inmates released after parole revocation hearing	N/A	N/A	N/A	14	N/A	15	15
1	Number of mental health cases	7,485	7,229	7,032	8,134	7,494	6,969	6,482
1	Number of mental health attorneys	7.5	8.0	9.0	11.0	11.0	11.0	11.0
1	Annual mental health caseload per attorney	998	904	781	739	681	634	589

**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)	2015 Act.	2016 Act.	2017 Act.	2018 Act.	2019 Act.	2020 Est.	2021 Est.
1	Number of Parental Defense cases	6,406	6,575	6,705	6,405	3,359	3,393	3,427
1	Number of Parental Defense attorneys	29.5	29.0	29.0	30.0	31.0	31.0	31.0
1	Annual average Parental Defense caseload per attorney	217	227	231	214	108	109	111

**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)	2015 Act.	2016 Act.	2017 Act.	2018 Act.	2019 Act.	2020 Est.	2021 Est.
Number of Circuit Court cases (district operations)	45,447	41,965	40,132	41,484	39,201	37,375	35,964
Number of authorized Circuit Court attorneys (district operations)	231	228	221	223	220	220	220
Number of Circuit Court cases paneled to private attorneys							
(district operations)	4,872	4,175	4,287	5,357	6,879	6,599	4,113
Average Cases Per Attorney in Circuit Court (standard in parenthesis)							
1 - Baltimore City - urban (156)	129	131	135	157	156	145	134
2 - Wicomico, Worcester, Somerset, Dorchester - rural (191)	160	185	177	188	192	198	205
3 - Queen Anne, Caroline, Elkton, Kent, Talbot - rural (191)	355	248	248	243	273	297	339
4 - Charles, Calvert, St. Mary's - rural (191)	270	256	242	179	109	108	149
5 - Prince George's - suburban (140)	147	142	123	111	79	60	57
6 - Montgomery - suburban (140)	91	104	94	73	80	87	115
7 - Anne Arundel - suburban (140)	230	182	187	173	176	165	174
8 - Baltimore - suburban (140)	229	191	181	184	142	122	111
9 - Harford - rural (191)	239	184	177	169	167	152	140
10 - Howard, Carroll - rural (191)	214	181	192	174	176	190	222
11 - Frederick, Washington - rural (191)	267	226	198	223	177	175	179
12 - Allegany, Garrett - rural (191)	191	174	207	283	183	176	205
Percent of district offices where Circuit Court caseloads met Case							
Weighting Study standards	33%	58%	50%	50%	83%	75%	58%

**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)	2015 Act.	2016 Act.	2017 Act.	2018 Act.	2019 Act.	2020 Est.	2021 Est.
Number of District Court cases (district operations)	137,256	132,938	128,422	146,271	144,342	142,784	141,814
Number of authorized District Court attorneys (district							
operations)	156	167	162	165	166	166	166
Number of District Court cases paneled to private attorneys							
(district operations)	7,109	6,739	7,386	20,407	45,775	45,676	8,342
Number of cases paneled under the Workload Reduction Program	N/A	N/A	N/A	N/A	37,893	20,000	0
Average Cases Per Attorney in District Court (standard in parenthesis)							
1 - Baltimore City - urban (728)	543	479	508	575	598	574	551
2 - Wicomico, Worcester, Somerset, Dorchester - rural (630)	1,021	882	900	916	563	529	839
3 - Queen Anne, Caroline, Elkton, Kent, Talbot - rural (630)	482	627	672	808	655	668	823
4 - Charles, Calvert, St. Mary's - rural (630)	1,076	734	636	678	762	800	1,133
5 - Prince George's - suburban (705)	1,728	1,758	1,641	1,549	610	568	965
6 - Montgomery - suburban (705)	1,069	1,036	921	844	526	500	762
7 - Anne Arundel - suburban (705)	1,193	1,118	1,003	934	391	434	1,288
8 - Baltimore - suburban (705)	750	695	772	752	721	670	741
9 - Harford - rural (630)	824	608	719	727	656	689	723
10 - Howard, Carroll - rural (630)	614	629	588	560	502	517	595
11 - Frederick, Washington - rural (630)	723	618	563	644	656	689	884
12 - Allegany, Garrett - rural (630)	761	627	614	559	476	428	598
Percent of district offices where District Court caseloads meet							
Case Weighting Study standards	16%	58%	42%	25%	58%	67%	16%

**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)	2015 Act.	2016 Act.	2017 Act.	2018 Act.	2019 Act.	2020 Est.	2021 Est.
Number of Juvenile Court cases (district operations)	11,765	9,960	10,752	10,613	9,373	8,565	8,121
Number of authorized Juvenile Court attorneys (district							
operations)	67	59	59	53	53	53	53
Number of Juvenile Court cases paneled to private attorneys							
(district operations)	2,438	2,063	1,761	1,731	1,763	1,557	1,294
Average Cases Per Attorney in Juvenile Court (standard in parenthesis)							
1 - Baltimore City - urban (182)	64	63	105	171	77	88	70
2 - Wicomico, Worcester, Somerset, Dorchester - rural (271)	309	337	311	676	391	359	346
3 - Queen Anne, Caroline, Elkton, Kent, Talbot - rural (271)	180	270	270	176	175	134	109
4 - Charles, Calvert, St. Mary's - rural (271)	220	177	283	407	151	102	72
5 - Prince George's - suburban (238)	262	161	90	88	118	154	152
6 - Montgomery - suburban (238)	111	199	233	229	138	124	104
7 - Anne Arundel - suburban (238)	59	71	120	120	151	224	299
8 - Baltimore - suburban (238)	143	116	161	121	97	93	98
9 - Harford - rural (271)	75	287	349	267	187	127	85
10 - Howard, Carroll - rural (271)	168	215	206	174	156	161	141
11 - Frederick, Washington - rural (271)	285	192	294	317	238	269	248
12 - Allegany, Garrett - rural (271)	153	142	286	129	105	127	113
Percent of district offices where Juvenile Court caseloads meet							
Case Weighting Study standards	75%	92%	58%	75%	92%	92%	83%

### 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)	2015 Act.	2016 Act.	2017 Act.	2018 Act.	2019 Act.	2020 Est.	2021 Est.
Number of post conviction cases opened	2,998	2,835	2,278	2,230	1,906	1,620	1,377
Number of motions to reopen post conviction cases	21	70	101	82	39	42	57
Number of cases in which post conviction relief was granted	277	260	292	222	N/A	230	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)	2015 Act.	2016 Act.	2017 Act.	2018 Act.	2019 Act.	2020 Est.	2021 Est.
3	Number of candidates enrolled in the leadership academy	N/A	N/A	N/A	N/A	N/A	0	0
3	Number of trained mentors	N/A	N/A	N/A	N/A	N/A	43	43
3	Percentage of core staff in compliance with established Continuing							
	Legal Education (CLE) training	N/A	N/A	N/A	N/A	N/A	0%	0%
3	Percentage of intake staff in compliance	N/A	N/A	N/A	N/A	N/A	0%	0%
3	Percentage of Secretarial staff in compliance	N/A	N/A	N/A	N/A	N/A	0%	0%
3	Percentage of Paralegal staff in compliance	N/A	N/A	N/A	N/A	N/A	0%	0%
3	Number of Coaching Sessions	N/A	N/A	N/A	N/A	N/A	0	5
3	Number of Attendees completing coaching sessions	N/A	N/A	N/A	N/A	N/A	0	5
3	Number of Training Curriculum Modules	N/A	N/A	N/A	N/A	N/A	0	1
3	Number of Attendees completing Training curriculum	N/A	N/A	N/A	N/A	N/A	0	25

#### OTHER PERFORMANCE MEASURES

Performance Measures (Calendar Year)	2015 Act.	2016 Act.	2017 Act.	2018 Act.	2019 Act.	2020 Est.	2021 Est.
Number of panel attorneys used	400	433	417	379	394	385	390
Number of cases paneled (entire agency)	17,530	16,648	17,073	31,053	57,598	57,032	56,866

#### **NOTES**

<sup>&</sup>lt;sup>1</sup> Beginning in 2019, the number of cases does not include panel cases.

<sup>&</sup>lt;sup>2</sup> 2019 data lost due to data breach.

<sup>&</sup>lt;sup>3</sup> Data breach and pandemic required OPD to cancel coaching and staff training curriculums. Therefore CLE standards and compliance cannot be measured.