

Comprehensive Strategic Plan Summary
(Study Step 1: Agency Legal Directives, Plan and Resources; and Study Step 2: Performance)

Agency Responding	Commission on Indigent Defense
Date of Submission	March 16, 2018

Mission: The Commission on Indigent Defense, through the Office of Indigent Defense and its divisions, and in cooperation and consultation with other state agencies, professional associations and other groups interested in the administration of criminal justice and the improvement and expansion of defender services, establishes and monitors programs and services for legal representation to indigent defendants charged with criminal offenses in the courts of the state. The agency also manages the Rule 608 Contract program, contracting with attorneys across the state to provide representation in criminal and specific family court cases.

Legal Basis: The Commission and the Office of Indigent Defense were established by Act 164 of 1993, effective July 1, 1993. The Office operates pursuant to §17-3-310, et seq. of the South Carolina Code of Laws, 1976, as amended. Effective July 1, 2005, the Office of Appellate Defense became a division within the agency.

2016-17	
Total # of FTEs available / Total # filled at start of year	Total amount Appropriated and Authorized to Spend
Available FTEs: 69.50 Filled FTEs: 69.50 Temp/Grant: 2.00	\$ 44,253,861

Amount remaining
\$ 5,375,124

2017-18	
Total # of FTEs available / Total # filled at start of year	Total amount Appropriated and Authorized to Spend
Available FTEs: 70.50 Filled FTEs: 68.50 Temp/Grant: 1.00	\$ 45,061,737

Amount remaining
\$ -

Vision: To ensure that individuals, determined to be indigent, are provided the highest quality legal defense representation.

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2017-18 Comprehensive Strategic Plan Part and Description	Intended Public Benefit/Outcome: (Ex. Outcome = incidents decrease and public perceives that the road is safer)	2016-17			Associated General Appropriations Act Program(s)	2017-18			Associated General Appropriations Act Program(s)	Associated Performance Measures	Associated Organizational Unit(s)	Responsible Employee Name & Time staff member has been responsible	Does this person have input into the budget for this aspect?	Partner(s), by segment, the agency works with to achieve the objective	
		# of FTE equivalents utilized	Amount Spent (including employee salaries/wages and benefits)	% of Total Available to Spend		# of FTE equivalents planned to utilize	Amount budgeted	% of Total Available to Budget							
Goal 1 - Ensure the Effective Legal Representation of South Carolina Citizens eligible for Indigent Defense Services															
Strategy 1.1 - Enhance the Circuit Public Defender System		An increase in the number of Public Defenders creates a more manageable case load and allows for more effective legal representation of the indigent citizens of SC.	37.40	\$ 34,524,212	78.01%	See, Note A at the bottom of the chart	37.40	\$ 39,551,247	87.77%	See, Note A at the bottom of the chart	Increase the number of Full-Time Public Defenders (PD) in all 16 Judicial Circuits; Decrease the number of cases handled by each individual Public Defender	Administration, Office of Circuit Public Defenders	Hugh Ryan (Less than 3 years)	Yes	State Government; Local Government
Objective 1.1.1 - Provide effective administration for the Circuit Public Defender offices and for the appointment of counsel for all qualified indigent defendants in SC trial courts & Family Court															
Objective 1.1.2 - Increase the number of Public Defenders in each Circuit to Reduce the number of cases handled by each Public Defender to ensure efficient Representation of indigent defendants in all SC trial courts															
Objective 1.1.3 - Increase the number of Investigators in each Circuit															
Objective 1.1.4 - Monitor the Rule 608 Contract System to provide effective representation for parents and other parties in family court matters and to control fees and expenses															
Objective 1.1.5 - Begin Analysis of Interface of the Circuit Public Defender Offices into the Judicial Department's Case Management System (CMS)															
Strategy 1.2 - Maintain the Appellate Defense System		A fully staffed division of 12 attorneys allow the agency to address appeals of convictions from trial courts and ensures that indigent citizens of SC are receiving effective legal representation in their appeals.	24.25	\$ 2,081,018	4.70%	I. Administration; II. Division of Appellate Defense; V. Employee Benefits	25.25	\$ 2,497,936	5.54%	I. Administration; II. Division of Appellate Defense; V. Employee Benefits	SCCID's defender data system maintains a calendar application to ensure appeal submissions and documentation are done in a timely manner. Monitoring of appeals filings ensure indigent clients are receiving professional and effective legal representation.	Administration; Division of Appellate Defense	Bob Dudek (More than 3 years)	Yes	Federal Government; State Government; Individual
Objective 1.2.1 - Provide effective administration for the Appellate Defense System for all indigent defendants in the SC trial courts															
Objective 1.2.2 - Ensure judicious submission of Direct Appeal or Post Conviction Relief Briefs within the time limits established by the SC Supreme Court															
Strategy 1.3 - Ensure Quality Representation in Capital Death Cases		All Death Penalty Trial Division attorneys are SC Supreme Court Certified to provide effective representation to any indigent citizen of SC in a Capital Death Penalty case.	7.25	\$ 848,615	1.92%	I. Administration; IV. Death Penalty Trial Division; V. Employee Benefits	7.25	\$ 931,235	2.07%	I. Administration; IV. Death Penalty Trial Division; V. Employee Benefits	Continued training of the Death Penalty Trial attorney's ensure that the indigent clients will receive professional and effective legal representation.	Administration; Death Penalty Trial Division	Boyd Young (Less than 3 years)	Yes	Federal Government; State Government; Individual
Objective 1.3.1 - Provide effective administration for the Capital Defense System for all indigent defendants in the SC trial courts															
Objective 1.3.2 - Require all Capital Trial Division Attorneys be certified South Carolina Supreme Court Death Penalty Qualified															
Goal 2 - Enhance Training and Professional Development of South Carolina Public Defenders and Staff															
Strategy 2.1 - Provide mandatory training program for all new Public Defenders and contract attorneys		Mandatory PD101, PD102 and PD103 training of all Public Defenders with less than three years Public Defender experience, ensure that new Public Defender will be able to provide effective legal representation to any indigent citizen of SC.	0.55	\$ 104,414	0.24%	I. Administration; I.F. Professional Training & Development; V. Employee Benefits	0.55	\$ 378,635	0.84%	I. Administration; I.F. Professional Training & Development; V. Employee Benefits	Increase attendance in the Public Defender Training Sessions; PD 101, PD 102 and PD 103; Increase the number of Continuing Education Hours provided to PD's (CLE)	Administration; Office of Circuit Public Defenders	Lawrence Brown (Less than 3 years)	Yes	Local Government; Individuals
Objective 2.1.1 - Increase accessibility to PD101, PD 102 and PD 103 Training Classes															
Objective 2.1.2 - Conduct Topic Specific Training to all Public Defenders and Contract Attorneys															
Objective 2.1.3 - Implement online training for all Public Defenders in the Indigent Defense System		Mentoring Programs in Public Defender Offices allow newer Public Defenders to gain knowledge and experience from more seasoned attorney's which allows for the development of the new attorney's and helps ensure effective legal representation to the indigent citizens of SC.	0.05	\$ 2,685	0.01%	I. Administration; I.F. Professional Training & Development; V. Employee Benefits	0.05	\$ 2,685	0.01%	I. Administration; I.F. Professional Training & Development; V. Employee Benefits	Increase number of Judicial Circuits that have mentoring programs for new PD's in the Family and Summary Courts	Administration; Office of Circuit Public Defenders	Lawrence Brown (Less than 3 years)	Yes	Local Government
Objective 2.2.1 - Expand Mentoring programs to all 16 Public Defender Circuits															
Objective 2.2.2 - Provide Mentoring opportunities to newly hired PD in Family and Summary Courts															
Spent/Transferred NOT toward Agency's Comprehensive Strategic Plan															
Unrelated Purpose #1 - Legal aid flow through to SC Legal Services (nonprofit entity)			\$ 1,317,739	2.98%				\$ 1,700,000	3.77%						

NOTE A -- I. Administration; I.B. Conflict Fund; I.D. Court Fine Assessment; I.E. Rule 608 Appointment Fund; III. Office of Circuit Public Defender; III. A. Defense of Indigents/Per Capita; III.B. DUI Defense of Indigents; III.C. Criminal Domestic Violence; V. Employee Benefits

Performance Measures
(Study Step 2: Performance)

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Types of Performance Measures:

Outcome Measure - A quantifiable indicator of the public and customer benefits from an agency's actions. Outcome measures are used to assess an agency's effectiveness in serving its key customers and in achieving its mission, goals and objectives. They are also used to direct resources to strategies with the greatest effect on the most valued outcomes. Outcome measures should be the first priority. Example - % of licensees with no violations.

Efficiency Measure - A quantifiable indicator of productivity expressed in unit costs, units of time, or other ratio-based units. Efficiency measures are used to assess the cost-efficiency, productivity, and timeliness of agency operations. Efficiency measures measure the efficient use of available resources and should be the second priority. Example - cost per inspection

Output Measure - A quantifiable indicator of the number of goods or services an agency produces. Output measures are used to assess workload and the agency's efforts to address demands. Output measures measure workload and efforts and should be the third priority. Example - # of business license applications processed.

Input/Activity Measure - Resources that contribute to the production and delivery of a service. Inputs are "what we use to do the work." They measure the factors or requests received that explain performance (i.e. explanatory). These measures should be the last priority. Example - # of license applications received

Performance Measure	Type of Measure:	Agency selected; Required by State; or Required by Federal:	Time Applicable	Target and Actual row labels	Target and Actual Results (Time Period #1)	Target and Actual Results (Time Period #2)	Target and Actual Results (Time Period #3)	Target and Actual Results (Time Period #4)	Target and Actual Results (Time Period #5 - most recent completed)	Target Results Time Period #6 (current time period)	Currently using, considering using in future, no longer using
Increase the number of Full-Time Public Defenders (PD) in all 16 Judicial Circuits	Output Measure	Agency Selected	July - June	Target:	DNE	DNE	DNE	291.50	291.50	291.50	Currently using
				Actual:	DNE	DNE	DNE	236.50	272.50	272.50	
Decrease the number of cases (Warrants) handled by each individual Public Defender	Efficiency Measure	Agency Selected	July - June	Target:	DNE	DNE	DNE	376	376	376	Currently using
				Actual:	DNE	DNE	DNE	464	426	373	
Increase attendance in the Public Defender Training Sessions; PD 101, PD 102 and PD 103	Output Measure	Agency Selected	July - June	Target:	DNE	DNE	DNE	165	165	165	Currently using
				Actual:	DNE	DNE	DNE	79	182	61	
Increase the number of Continuing Education Hours provided to PD's (Continuing Legal Education)	Output Measure	Agency Selected	July - June	Target:	DNE	DNE	DNE	60	60	60	Currently using
				Actual:	DNE	DNE	DNE	48.50	59	48	
Increase number of Judicial Circuits the have mentoring programs for new PD's in the Family and Summary Courts	Output Measure	Agency Selected	July - June	Target:	DNE	DNE	DNE	16	16	16	Currently using
				Actual:	DNE	DNE	DNE	2	7	7	