



**Doreen B. Boxer**  
Public Defender

**Mission Statement**  
The Public Defender protects the constitutional rights of indigent defendants by providing skilled legal counsel and passionate advocacy at all critical phases of state level criminal and civil commitment litigation.



**GOALS**

REDUCE BACKLOG OF OLD CASES

INCREASE THE PERCENTAGE OF CASES THAT GO TO TRIAL

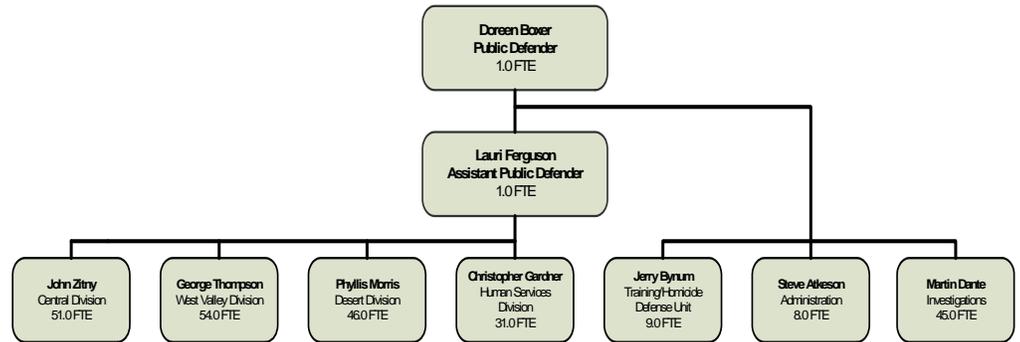
INCREASE THE NUMBER OF CLIENTS THAT ARE INTERVIEWED BETWEEN APPOINTMENT AND FIRST APPEARANCE



Rancho Cucamonga Office

**PUBLIC DEFENDER**

**ORGANIZATIONAL CHART**



**DESCRIPTION OF MAJOR SERVICES**

The Public Defender represents indigent clients in misdemeanor, felony, juvenile delinquency, and mental health civil commitment cases. The Public Defender's Office plays a key role in the timely administration of justice by providing constitutionally mandated legal services to indigent clients at critical stages of the proceedings. Services provided by the Public Defender include investigating the underlying facts and circumstances of each case, performing legal research, writing briefs and writs, counseling clients regarding their legal rights and applicable procedures, negotiating with prosecuting authorities, filing and litigating pre-trial motions, and conducting bench and jury trials.

**2008-09 SUMMARY OF BUDGET UNITS**

	Appropriation	Revenue	Local Cost	Staffing
Public Defender	33,786,524	1,702,204	32,084,320	246.0



Law and Justice Center at 303 E. Third Street houses the Public Defender's Administrative office

**GOALS, OBJECTIVES, AND PERFORMANCE MEASURES**

**GOAL 1: REDUCE BACKLOG OF OLD CASES.**

*Objective A: Increase early resolution of cases thus minimizing custody time (and attendant costs to the client and county).*

*Objective B: Focus on keeping active caseloads from rising significantly despite increased filings by the District Attorney while maintaining a high caliber of representation.*

MEASUREMENT	2006-07 Actual	2007-08 Actual	2008-09 Target	2008-09 Estimate	2009-10 Target
1A. Percentage of 'old cases' – defined as more than 180 days for felonies.	6.11%	22%	5.0%	7.50%	7.75%
1B. Percentage of 'old cases' – defined as more than 120 days in misdemeanors.	5.85%	10%	5.0%	7.62%	9.5%

Status

While the objective would normally be to reduce the percentage of old cases, the department cannot realistically expect to obtain that goal due to budget constraints facing the county. These budget constraints lead to stagnant staffing levels although caseloads continue to increase. The combination of stagnant staffing levels and increasing caseloads will translate to an increasing backlog. The Public Defender remains committed to this objective but in the short-run keeping the percentage of old cases under 10% will be a noteworthy accomplishment.



Public Defender, Doreen Boxer, addresses the audience

**2007-08 ACCOMPLISHMENTS**

- ❖ Establishment of a departmental Information Technology Help Desk
- ❖ Opening of new office in Victorville
- ❖ New space for Investigative staff in Rancho Cucamonga
- ❖ Community Outreach in the form of an Expungement Fair
- ❖ Community Outreach with presence at Women's Expo
- ❖ Participation in the new Inter-Agency Re-Entry Assistance program



Receiving resolutions from the Board of Supervisors (from l-r) William Shapiro, Doreen Boxer, and Chris Gardner



Public Defender staff listen intently at all staff meeting

## GOAL 2: INCREASE THE PERCENTAGE OF CASES THAT GO TO TRIAL.

*Objective A: Ensure a speedy and public trial with due process afforded our clients by the Sixth and Fourteenth Amendments of the United States Constitution.*

*Objective B: Secure the best possible outcome for our clients via the Public Defender's steadfastness to demand trial whenever appropriate.*

MEASUREMENT	2006-07 Actual	2007-08 Actual	2008-09 Target	2008-09 Estimate	2009-10 Target
2A. Percentage of felony cases that go to trial.	1.0%	1.1%	New	1.4%	1.8%
2B. Percentage of misdemeanor cases that go to trial.	0.3%	0.3%	New	0.4%	0.5%

### Status

This is a new goal for 2009-10. Rendering zealous advocacy is the goal of any Public Defender's Office. The ability, willingness, and desire to go to trial are integral to the strategy of an efficient defense. The more cases the Public Defender is able to take to trial the more likely a client is to receive justice.

Previous under-staffing led to an emphasis on settlement rather than trial. Through improved staffing, training, supervision, and mentoring the present administration has been able to increase the number of trials. The current administration stresses the importance of going to trial and deems it such an important part of the department's mission that it will now be a performance measure.

## GOAL 3: INCREASE THE NUMBER OF CLIENTS INTERVIEWED BETWEEN APPOINTMENT AND FIRST APPEARANCE.

*Objective A: To provide superior customer service to the client by conducting an interview as soon after appointment of the Public Defender as possible. This will answer many questions and reduce client anxiety during an extremely stressful time.*

*Objective B: Gather case information from the perspective of the client as early as possible in order to determine if an investigation is warranted.*

MEASUREMENT	2006-07 Actual	2007-08 Actual	2008-09 Target	2008-09 Estimate	2009-10 Target
3A. Percentage of clients interviewed between appointment and first appearance.	2.46%	2.78%	New	3.75%	4.00%

### Status

This is a new goal for 2009-10. Interviewing clients is the first step in developing a defense. Gathering information about the case from the client's perspective is instrumental in setting realistic expectations as to potential outcomes. Listening to a client's 'story' while being empathetic is the best customer service the department can provide. By doing this, the department gains the trust and confidence of the client while also obtaining what might prove to be crucial details of a case that determines if an investigation is warranted and/or if trial should be sought. As this is such an important part of a Public Defender's process it will now be tracked as a performance measure for the department. The large increase in the percentage of clients interviewed between 2007-08 and 2008-09 is explained by the addition of three interviewers during the last half of 2007-08.

**2009-10 REQUESTS FOR ADDITIONAL GENERAL FUND FINANCING**

Brief Description of Policy Item, CIP, or BPI reserve funds request	Budgeted Staffing	Appropriation	Dept. Revenue	Local Cost
1. <b>Barstow Expansion Capital Improvement Project.</b> (Policy Item)	0	\$188,540		\$188,540

Continued population growth in the region has resulted in a higher caseload. The current space requires clients to wait in the hallway and staff to work in cramped conditions. Increased space will allow for better customer service while also allowing for growth in staff that will eventually be necessary to handle increasing caseloads. Cost estimates include one-time for items such as furniture and moving (\$72,500), and ongoing lease costs (\$116,040 annual).

MEASUREMENT	2006-07 Actual	2007-08 Actual	2008-09 Target	2008-09 Estimate	2009-10 Target
P1. Completion of the Barstow Expansion.					100%

**2009-10 PROPOSED FEE ADJUSTMENTS**

The department is not requesting any proposed fee adjustments for 2009-10.

If there are questions about this business plan, please contact Doreen Boxer, Public Defender, at (909) 382-7650.