

#	Department Recommendations	Department Response	Fiscal / Challenges / Opportunities	Implementation Timeframe
1.0	<p>Implement data-driven workload tracking processes to guide decision-making regarding case assignment and staffing</p> <p>Develop SOP manuals for core tasks</p> <p>Implement internal time and workload tracking processes</p> <p>Perform or commission a time keeping and workload study</p>	<p>Agree with comments.</p> <p>Department PD IT Staff has already started a full overhaul of Public Defender case management system, eDefender. Goal is to move towards data-informed decision-making to support client, program and policy advocacy. It starts with creating standard operating procedures (SOPs) that will be built into an eDefender user manual.</p> <p>A complete eDefender redesign will allow for enhanced reporting and data analysis, and increased efficiency due to automation of certain tasks, work queues and business intelligence tools. Supervisors will be able to better manage workload and understand gaps in advocacy. eDefender has the capacity to track time and would require a cultural change within the Department that has already started with emphasis on data and the introduction of holistic defense. Currently the Department time tracks certain key data points (interpreting time, investigator time, attorney time on specific cases/activities). Time tracking provides empirical data that measures workload to specific case types and the Department agrees that time tracking needs to be rolled out to all employees. Building truly evidence-based practice will allow workload analysis to be completed, that can be tied to policy decisions (i.e. how many attorneys to staff arraignments with). Current IT staff/leadership team has prioritized rolling out time tracking in the most efficient method.</p> <p>Department intends to conduct a workload study, but will need funding to conduct the study. The workload study involves three major steps: The first step is the time tracking component, which the Department is building the capacity for within its case management system. Second will be time sufficiency survey, a survey of attorneys asking questions in regards to time spent on specific case activities. The third will be a data collection activity, requiring the need to hire a third party to conduct the analysis. We agree with the methodology listed by KPMG for the time study and in order to accept this methodology we must have individual activities per case. The two members building the time tracking component: CFO and eDefender analyst have experience with time tracking, having participated in a time tracking study while working with the Idaho Public Defense Commission.</p>	<p>To meet the IT needs of the Department and the time needed for the massive overhaul of eDefender, additional IT/fiscal staffing are needed. Currently, the office has only two part-time individuals dedicated to the project.</p> <p>The eDefender maintenance contract is also managed by a vendor and delays are attributed to COVID-19 related staffing shortages/layoffs. Certain features are hard coded by vendor and require their assistance to make changes to system. Currently we do not have a vendor team member assigned to our team due to the above-mentioned issues.</p> <p>Additional funding will be needed to contract with third party to conduct workload analysis.</p>	<p>The eDefender overhaul will be a 30-month project commencing July 2020. Once eDefender is overhauled, future phases will be to create an online portal version of case management system and build in legacy case management system within eDefender.</p> <p>Creation of SOPs for core tasks is ongoing with a completion goal of 12 to 18 months. Target date December 2021.</p>

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2.0	<p>Realign responsibilities and tasks to the appropriate staff level to increase operational efficiency</p> <p>Review management responsibilities and delegate lower level tasks to the appropriate staff level</p> <p>Delegate case management and admin responsibilities from attorneys to specialized staff</p> <p>Assess benefits of shifting legal tasks from attorneys to LOP I/II's or creating a paralegal position</p> <p>Develop cross training to allow LOPs to flex across courts</p> <p>Assess demand and delivery methods for translation services</p>	<p>Agree with most of the recommendation</p> <p>The Department is currently working to finalize a five-year strategic plan that will ensure that adequate systems are in place. The goal is to identify the most effective combination of staffing positions and undertake an organizational restructuring. This restructuring has already begun. Without a doubt, more dedicated IT staff and fiscal staff is needed within the Public Defender's Office to support the operations of the entire office.</p> <p>We agree with the second sub-recommendation and will need more LOP's to accomplish the recommendation. If we can get more LOP I/II's, then we can free up LOP III staff to work on more complex legal tasks. One of the goals of a workload study will illustrate how much time is spent by each individual completing certain task types in each case. Analyzing the data will allow the Department to look at the task type and utilize the best combination of job classes to complete specific task types. A workload analysis study as recommended will provide a detailed understanding of key areas of workflow, and budgets can be developed at a more granular level to assign duties based on utility and how best resources should be allocated. With the move towards a paperless practice, the amount of data entered per case has been increased exponentially. Utilizing support staff to handle some of the case activities currently handled by attorneys would free up attorney time to focus on litigation, client contact and other aspects of the case.</p> <p>One of the recommendations is to assess the potential benefits of creating a paralegal position. The Department agrees with the concept of redistributing the work, but does not believe that a paralegal is needed to accomplish this. . Additional LOP positions would help the workload be distributed based on best practice and free up time for case tasks based on expertise and the qualitative data.</p>	<p>The Department needs additional LOP I and LOP II's to free up time for LOP Seniors to work on tasks that maximize their ability to complete complex tasks.</p> <p>Budgetary needs for additional support staff (legal, IT, and fiscal) will be based on workload demands and data that supports it.</p> <p>Additional resources would also be needed to meet the need for translating services. Last fiscal year the Department time tracked approximately 4,000 hours in cases by bilingual support staff.</p> <p>The Department needs additional bilingual support staff to meet the in-person interpreting needs. Exploring translation and transcription language line services may be a cost-effective method to meet the demands. A hybrid between additional staffing and current resources would be optimal fit.</p>	<p>Standard operating procedures are currently being developed on an ongoing basis and will continue to be developed over the next 12 to 18 months. Target date December 2021.</p> <p>Job descriptions may need to be revised to ensure equitable distribution of duties, 12-18 months for completion and will need coordination with central HR and the union.</p>

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3.1	<p>Strengthen performance measurement processes to enable regular evaluation of progress towards established targets</p> <p>Develop comprehensive performance measures at the initiative, unit and office levels</p> <p>Develop meaningful reports to track key metrics</p> <p>Fully operationalize data that is collected</p> <p>Develop routine feedback loops for performance</p>	<p>Agree with recommendation.</p> <p>The Department as part of case management system redesign is identifying management metrics. Metrics will be used to identify where resources are most heavily utilized and under/over resourced. Client advocacy metrics includes frequency of client contact for all staff, case activity information, investigator/social worker/support staff/IT usage, motion work, type of tasks, and building in work queues across all job classes.</p>	<p>We do not anticipate the need for additional resources towards staffing to be able to develop these metrics.</p> <p>Certain resources will be needed to fully transition the office into a paperless practice: electronic storage of case files, CJIS compliant cloud service, and scanning and digitizing case files based on data retention policy.</p>	<p>Creation or workload metrics will be part of the case management system redesign; development of performance metrics will be ongoing. 18-24 months for implementation. Target date June 2022.</p>

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3.2	<p>Enhance implementation planning and outcome measurement to assess the impact of new initiatives</p>	<p>Agree with recommendations.</p> <p>Department agrees that the initiatives we are looking to pursue will need to be scaled back and balanced with current staffing available to meet the workload needs. Department has shifted priorities to put together a project plan to prioritize most urgent need. The use of a strategic plan will help the Department better communicate and report upon the critical strategic initiatives it is already undertaking. It will further allow the Department to enhance its planning process and will provide a structure to manage our portfolio of projects. All new initiatives will follow this principle, but will also apply to current projects. Projects that are currently underway, we are evaluating and looking to scale back aspects of the project based on current staffing. Covid-19 has had a tremendous impact on many of our initiatives and introduced the adoption of many new projects that were previously not on the agenda. We are looking to evaluate all our current projects and tie them into our five-year strategic plan.</p> <p>We are looking to tie in all initiatives on a roadmap, not just over the next year but also over the five years. The Department will be finalizing by the end of <b>November 2020</b> its first five-year strategic plan (including IT strategic plan). This plan will be able to identify objectives (short, medium, and long term) that will look at our current allotment of resources and help prioritize initiatives. Each focus area and activities within will have time frames and there will be prioritization between each focus area and sequencing of the steps under each focus area.</p>	<p>To meet all the recommendations additional funding would be required. Budgetary needs for additional support staff (legal, IT, and fiscal) will free up time of other staff to focus on Department big-picture initiative instead of duties.</p> <p>In the interim, the Department will pursue grants as they become available to augment staffing needs.</p>	<p>Certain recommendations already underway.</p> <p>Department five-year strategic plan (including IT Strategic plan) should be finalized by November 2020.</p>

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4.0	<p>Develop a strategic roadmap to prioritize implementation of technology upgrades</p> <p>Expand automation and paperless processes</p> <p>Integrate Service Now into IT support and enhance collaboration</p>	<p>Agree with comments and recommendations.</p> <p>The Department is putting together its first five-year IT Strategic plan with a roadmap that outlines IT initiatives and priorities. We envision developing innovative solutions that promote progress through technology, provide transparency, and enable staff to be effective and efficient in delivering quality services for our clients.</p> <p>There will be a roadmap that will look to leverage current County IT tools and look to advocate for what IT tools the Department would need to meet the workload demands. The Department agrees that a more robust ticketing system is needed but will be looking to integrate it within our case management system and not necessarily ServiceNow. IT requests can be tied within a case and time tracked for the request will also be integrated this way. Developing this can be done by PD IT staff and will be part of the Department's five-year IT strategic plan.</p>	<p>Adoption of IT tools would require certain one-time and on-going costs to incorporate. Certain resources will be needed to fully transition the office into a paperless practice: electronic storage of case files, CJIS compliant cloud service, and scanning and digitizing case files based on data retention policy.</p> <p>Additional staffing will be needed to meet IT workload demands and will be outlined in FY21/22 funding request.</p> <p>Attorney-client restrictions need to be factored in when developing a hybrid service delivery model.</p>	<p>Department five-year IT Strategic plan should be finalized by November 2020.</p> <p>Building a ticketing system within eDefender will be completed in the next 16-22 months. Target date by June 2022.</p>

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5.0	<p>Enhance the functionality of eDefender to facilitate data tracking and information sharing</p> <p>Document and prioritize operational needs for eDefender rebuild</p> <p>Utilize the time tracking component within eDefender</p> <p>Reduce time consuming efforts</p> <p>Ensure strategy, execution and change management</p>	<p>Agree with recommendation.</p> <p>Department is looking to increase value to employees and clients by providing high quality digital systems to better meet their needs using standard components and continuous process improvement. Central to that is to implement a state-of-the-art case management system that will look to reduce the average time to process a case, by case type. When building the system, we will look to identify opportunities to collaborate with other agencies of the criminal justice system to ensure data can be shared cross systems.</p> <p>Department agrees that additional members or subject matter experts within the office need to be part of the redesign process and to assist as we rebuild case management system. Since the time of the initial interviews, the IT team has prioritized interviewing every employee of the office but also create smaller functional groups that can test out features as they are being developed. To date, approximately half of the staff has been interviewed in the last 5 months with the goal to have everyone interviewed by the end of this calendar year. Time tracking capacity is being developed in eDefender and central to the redesign is building in efficiency. One example pointed out in the report is adding multiple parties to a case. Adding parties is extremely important so that a thorough conflict check can be conducted, but designing a system that incorporates the number of clicks per entry will greatly increase efficiency. As data entry needs has increased, the Department is exploring building an Application Programming Interface (API) with the Court so that certain information already available can be imported into the system instead of duplicating data entry. Currently the Department is working on the MNI project to be able to facilitate certain aspects of duplicative data entry into our system.</p> <p>With new Department leadership and new initiatives, organizational change management is critical as shift towards evidence-based practice takes place.</p>	<p>Additional challenges have developed in IT due to Covid-19. The adoption of new IT initiatives would affect staff time and take them away from working on the case management system design. Additional IT staffing needed.</p> <p>Certain one-time resources will be needed to build API with Courts.</p>	<p>The Department is looking to build these within the next 30 months as part of our case management system overhaul. Target date December 2022.</p>

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6.0	<p>Strengthen data quality and management to enable data-driven decision-making</p> <p>Fully migrate Loco data to eDefender</p> <p>Develop consistent processes and structure for data entry in eDefender</p> <p>Improve data sharing across the public safety departments</p>	<p>Agree with recommendation</p> <p>The Department is currently coordinating with the Criminal Justice Data Committee and integrating into the master naming index (MNI) project. Data governance and data quality control processes need to be first be initiated before data can be shared with external collaborators. Data validation and compliance standards need to be put in place, and currently the office is looking at that with every feature being built into our case management system. Department has been engaged with Probation/Data Committee on integrating, however, COVID-19 has slowed down the progress.</p> <p>Currently we have data in two system and for compliance and redundancy issues; however, we need to build it all into one system. Once the case management system is rebuilt, legacy integration and online access will be next in line with defender.</p> <p>Standard Operating Procedure manuals are a recommendation that can be prioritized and currently are being implemented in a first stage. Operational SOP's can be created with the assistance of selected staff. Department agrees with the recommendation regarding Figure 17.</p> <p>Department agrees additional data sharing needs to take place with criminal justice stakeholders. The increased utilization of data can help understand the current situation, analyze opportunities, measure results, and make more informed initial and corrective decisions. The Department agrees and part of our five-year, IT strategic plan would look to automate data exchange with partner agencies. This includes the MNI project, criminal justice integration with a central discovery hub, online filing of criminal matters through Odyssey, and a data management roadmap.</p>	<p>Additional challenges have developed in IT due to Covid-19. The adoption of other IT initiatives would affect staff time and take them away from working on the case management system design. Additional IT staffing needed.</p> <p>Certain one-time resources will be needed to build legacy case management system and external access into case management system. Both will be one-time costs but would have certain costs offset due internal Network Admin.</p> <p>Additional funding will also be needed to automate data exchange with partner agencies. This will be largely one-time costs with on-going maintenance with specific aspects.</p>	<p>The Department is looking to build these within the next 30 months into our case management system overhaul. Target date December 2022</p> <p>SOP's are being developed currently with the goal to have all developed by December 2021.</p> <p>Part of the five-year, IT strategic plan for the Department is to build in our legacy case management system within eDefender. Similarly part of the five-plan is the desire to automate data exchange but would require funding and collaboration with criminal justice stakeholders.</p>

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7.0	<p>Enhance Holistic Defense, Pre-Arrestment, and Specialty Court unites to improve impacts on recidivism</p> <p>Codify and implement clear processes to refer clients into Holistic Defense Unit to connect justice involved individuals to supportive services</p> <p>Assess staffing need for the Pre-Arrestment Unit and measure outcomes</p> <p>Add social workers to Specialty Court staffing</p>	<p>Agree with recommendation.</p> <p>The Department launched our model of Holistic Defense and the Community Defender Division (CDD) through various one-time grants. With the short-term success of CDD and the County receiving several grants incorporating this team-based integrated model of defense, staffing will be needed to sustain the momentum.</p> <p>Holistic Defense combines aggressive legal advocacy with a broader recognition that most poor people arrested and charged with a crime are also struggling with underlying issues, which play a role in driving clients into the criminal justice system in the first place.</p> <p>Department agrees with all three sub-recommendations, but two of the three all require additional staffing. Recent holistic defense studies have signified the importance of social workers as part of the holistic defense vision and their impact on recidivism. However, creating SOP's will not require additional staffing and the Department is currently focusing on creating a workflow/process for each type of advocate. Workflow will also provide a referral process of how an advocate can be assigned to a case.</p>	<p>Expanding Holistic Defense and the Pre-Arrestment Unit will require additional advocates to be hired to meet the workload needs.</p> <p>Currently, the Department has five advocate positions, but none is supported by the general fund. Three are funded through CCP and two are granted funded.</p> <p>To meet all the recommendations additional funding would be required. In the interim, the Department will pursue grants as they become available to augment staffing needs.</p>	<p>The Department will be finalizing its first five-year strategic plan by the end of October 2020. This plan will identify short, medium, and long-term objectives that will look at our current allotment of resources and help prioritize initiatives.</p> <p>Implementation will be tied to additional funding to meet the workload needs.</p> <p>Advocates will begin time tracking when the capacity is built within the case management system. Referral forms to be developed by June 2021.</p>