



# OFFICE OF THE STATE PUBLIC DEFENDER

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January 27, 2015

Ms. Beth Lenstra  
Legislative Service Agency  
Fiscal Services Division  
Ola Babcock Miller Building  
Des Moines, IA 50319

Re: Office Of the State Public Defender's Responses to 2015 Budget Subcommittee Questions

Dear Beth:

Here are our responses to the questions from the Budget Subcommittee:

## **PROGRAM PERFORMANCE**

- a. Do you have defined outcomes or measurements for your programs? What are they and are these measures listed somewhere so the public can see them?

Yes, the Office of the State Public Defender does have defined measurements for our programs. Briefly, the performance measures are as follows. The performance measure for the fairness and accuracy of the staff reviews of the indigent defense claims is the percentage of the Notices of Action that are upheld upon final judicial review. The performance target is 90%. The performance measure for the average time to process an indigent defense claim is 35 days. The performance measure to gauge the quality of representation of public defenders is the percentage of public defender cases where there have been no final findings of ineffective assistance of counsel. The performance target is 90%. The performance measure for the productivity of the public defender services is the number of charges defended by the State Public Defender system. The target is 83,000 charges. The goals, measures, and strategies are listed in detail in the 2015-2019 Strategic Plan, submitted January 12, 2015. A copy of that Plan is attached. It is available to the public on the State Public Defender's website at <https://spd.iowa.gov>. The performance results are listed in the Fiscal Year Performance Reports. A Performance Report is submitted annually to the Iowa Department of Management. The most recent one is the Fiscal Year 2014 Performance Report, dated December 15, 2014. A copy of that Report is also attached. This Performance Report is available to the public on the State Public Defender website. Copies of the report can also be obtained by contacting Adam Haar at the Central Administrative Office of the State Public Defender at 515-281-5577 or via email at [ahaar@spd.state.ia.us](mailto:ahaar@spd.state.ia.us).

- b. What data is available to show Iowans that your programs are an effective investment of taxpayer dollars? Where can Iowans find this data?

Please refer to answer "a" immediately above.

- c. Can you provide the committee with performance data for your programs over the last 5 or 10 years?

This Office can request copies of its Performance Reports submitted annually to the Department of Management for the last five or ten years, and will provide copies of those reports.

## **PROGRAM EFFICIENCY**

- a. Have you examined what other states are doing to improve performance and reduce costs?

Yes.

- b. Can you share with the committee what other states are doing?

Other states are entering into creative contracts with non-profits and other groups to find effective ways of providing high quality indigent criminal defense and juvenile legal services in an efficient and economical manner. For example, Texas has a pilot project on client choice allowing the defendant the option of choosing which lawyer will be appointed to represent the defendant rather than placing that decision with the court. Other states have some interesting models they are exploring too.

- c. Which of these ideas are you considering implementing here in Iowa?

We have implemented special contracts to provide indigent client services in a more cost effective manner, including special contracts with the Youth Law Center to represent indigent juveniles in Polk County; Drake University Legal Clinic to represent indigent juveniles and criminal defendants in Polk County; University of Iowa College of Law Legal Clinic to represent indigent juveniles in Johnson and Linn Counties; Linn County Advocate to represent indigent criminal and juvenile clients in Linn and Johnson Counties; Iowa Legal Aid in a pilot project representing indigent parents in child welfare proceedings in Black Hawk County; special contract for parole violations at the Iowa Correctional Institution for Women at Mitchellville; special contracts for private attorneys representing indigent persons in contempt proceedings for nonpayment of child support; and special contracts for drug court defense counsel. We are considering other special contract arrangements. Texas has an interesting pilot project on client choice. In short, the program allows the defendant the option of choosing which lawyer will be appointed to him or her, rather than being forced to accept whoever the court chooses.

- d. Are there websites or organizations we could go to obtain more information on what other states' programs are doing to provide efficient services?

The National Legal Aid and Defender Association is a valuable source of information in this area. The web address is [www.nlada.org](http://www.nlada.org).

- e. This Office receives suggestions, comments, and general communication to the office on its email address: [claims@spd.state.ia.us](mailto:claims@spd.state.ia.us).

## PROGRAM DUPLICATION

- a. Are there other programs that are providing the same or similar services?

No.

- b. Is there a reason why we need more than one program providing the same or similar services?

No.

- c. Have you had any discussions with the other agencies or programs to find ways to maximize the use of the taxpayer's dollars?

Yes. These efforts and discussions are ongoing. An example of this effort is our ongoing work with the Department to which this Office is attached, the Department of Inspections and Appeals. We work with that Department cooperatively to find efficiencies in such areas as Personnel and Claims Processing.

- d. Are there any laws or administrative rules that would limit your ability to work with the other programs or departments?

No.

- e. Are there any other laws or administrative rules that could be changed to make your program or agency work better?

The addition of more flexibility and discretion in the State Public Defender's enforcement of its own administrative rules and in processing the payment of claims to contract attorneys may be beneficial.

**OTHER**

- a. Would it be a burden to your agency to ask that your presentations be delivered to the Legislative Service Agency 48 hours in advance of your appearance before the committee?

It would not be a burden.

- b. If you are required to reduce your budget by 1%, 5%, or 10%, where would you suggest we focus our attention?

The services this Office provides are constitutionally mandated. The Office has little discretion in providing these mandated services. If there were to be cuts, it seems that any such cuts should be distributed equally between the indigent defense fund and the state public defender budget to minimize the impact on both. However, such cuts risk creating a scenario similar to 2011.

Sincerely yours,



Kurt Swaim  
First Assistant State Public Defender

# OFFICE OF THE STATE PUBLIC DEFENDER



## 2015-2019 STRATEGIC PLAN

Submitted January 12, 2015

## VISION AND MISSION

### Vision Statement

Justice for all in Iowa's criminal and juvenile courts.

### Mission Statement

To ensure that all indigent persons in Iowa are provided high-quality legal representation in criminal, juvenile, and other eligible proceedings in the most efficient and fiscally responsible manner.

### Core Functions

High-quality and cost-effective representation by public defenders to indigent clients in State criminal court, juvenile court, and other proceedings as required by law.

Prompt and fair review and adjudication of claims for payment of indigent defense fees and costs from indigent defense providers.

## ASSESSMENT

In preparing this strategic plan, consideration has been given to identified strengths, limitations, challenges, and opportunities, all of which impact the Mission and Vision of the Office of the State Public Defender.

Iowa's indigent defense system continues to be strong. The more than 200 employees of the State Public Defender System have been efficiently providing high quality representation on more cases than ever before. In Fiscal Year 2013, public defender offices closed more than 91,940 cases, at an average cost per case of \$282, and there was a final finding of ineffective assistance of counsel in less than 0.002 % of these cases. Similarly, more than 1,100 contract attorneys continue to provide high quality representation throughout all 99 of Iowa's counties. In Fiscal Year 2013, 60,929 claims were submitted to the indigent defense fund, at an average cost per claim of \$508.

Strengths of the Office of the State Public Defender include the experienced and dedicated staff, especially within the local public defender offices and experienced private attorneys willing to contract for indigent defense services in most locations. Particularly given the current state of the legal market, there has been little difficulty attracting competitive candidates for attorney vacancies or sufficient private attorneys to contract for indigent defense services, but challenges could increase as the legal market improves. Fortunately, the newly authorized Gideon Fellowship Program will be valuable tool to recruit new attorneys even in a more challenging legal market. The demonstrated efficiency and expertise of public defender offices and improving technology resources are further strengths.

Limitations of the Office include staffing and funding level limitations that limit the flexibility of the Office to allocate the limited indigent defense resources in the most efficient manner. The ability to provide services in 99 counties through public defender offices is also limited by geography and scheduling difficulties.

Challenges of the Office include the lack of control or predictability of the crimes committed in Iowa, the charging decisions of 99 county attorneys and the Attorney General, or the child protection actions of the Department of Human Services, and limited control over the cost of representing the indigent clients in these cases, particularly when represented by a private court-appointed attorney. Even though average costs per type of adult case appear to be within reasonable limits, many individual claims greatly exceed this expense. The inconsistent experience and quality of private attorneys taking court appointments and the inaccurate perception from some in the public or clients that public defenders are not as experienced as other attorneys also remain challenges.

The judicial branch's transition to electronic court filing (EDMS) provides both a challenge and an opportunity to adjust the practices and procedures of criminal practitioners to accommodate the new technological demands and efficiencies. Other opportunities include partnerships with other nonprofit, government, and legal organizations to provide training for public defender and contract attorneys and thus improve the quality of indigent defense in Iowa, and dedicated private attorneys with whom the Office can work to build closer relationships and explore expanded use of specialized contracts.

## GOALS, MEASURES, STRATEGIES, AND ACTIONS

### Goal 1

**Provide high quality representation to clients of public defender offices.**

**Measure:**

- Percentage of public defender cases where there have been no final findings of ineffective assistance of counsel, either on direct appeal of convictions, after post-conviction relief actions, or (in the case of civil commitments) habeas corpus actions

**Strategies/Actions:**

- Recruit and retain the best criminal defense attorneys, investigators, and other support staff in Iowa
  - Aggressively advertise vacancies using economical methods and conduct competitive selection processes, involving the local public defender office and Administrative Office (ongoing).
  - Continue outreach to the University of Iowa College of Law, Drake University Law School, and other area law schools to attract competitive law students and alumni for internships and full-time vacancies (ongoing).
  - Implement newly authorized Gideon Fellowship entry-level hiring program that permits the hiring of exceptional third-year law students during the traditional law school recruitment period (2015-16).
  - Maintain and improve physical working conditions, including by disposing through surplus process of old and unnecessary furniture, equipment, and other items (ongoing).
- Enhance the abilities of public defender personnel by providing or coordinating resources, information, training, and professional development
  - Continue support for New Attorney Training Program with mandatory mentoring and practice experiences for new attorneys and increasing accountability for mentorship expectations (ongoing).
  - Provide annual three-day criminal trial skills training for attorneys (ongoing).
  - Provide annual three-day juvenile skills training for attorneys (ongoing).
  - Develop and host monthly lunch webinar advanced training sessions (2015-16).
  - Improve internal website resources to include updated expert witness database, relevant brief bank, and standard form documents to be used in criminal and juvenile cases (2015-17).
  - Move to paperless case management and filing systems that integrate as appropriate with EDMS (2017-18).

- Ensure that public defender offices are carrying appropriate caseloads
  - At least annually compare and evaluate performance expectations for local public defender office, withdrawals of cases for lack of staff, and judicial branch case data to determine whether designations or staffing should be adjusted (ongoing).
  - Monitor caseloads of all attorneys and in consultation with State Public Defender, local public defenders shall withdraw from cases when appropriate to avoid overloading attorneys beyond a reasonable caseload and to ensure the provision of quality counsel (ongoing).

## Goal 2

### **Ensure that clients of private court-appointed attorneys are provided high quality representation.**

#### **Measure:**

- Percentage of court-appointed cases (not handled by the public defender) where there have been no final findings of ineffective assistance of counsel, either on direct appeal of convictions, after post-conviction relief actions, or (in the case of civil commitments) habeas corpus actions

#### **Strategies/Actions:**

- Ensure that indigent defense contract attorneys are competent to effectively represent indigent clients in the cases to which they are appointed
  - Implement more precise case-type categories for indigent defense contracts, including: A & B felony; C & D felony, misdemeanor, postconviction relief, and juvenile contracts (ongoing).
  - Establish minimum qualification requirements for all contract types (ongoing)
  - Develop web-based appointment system to assist courts in making proper appointments given changing contracts and designations and to provide better data to State Public Defender (2015-2016)
  - Promptly and fairly act in response to disciplinary action by the court against contract attorneys or justified complaints about contract attorneys (ongoing).
  - Study additional methods of evaluating quality of representation, including client and judicial feedback (2016-2017)
- Provide increased training and other resources for court-appointed attorneys
  - Provide annual three-day criminal trial skills training for attorneys (ongoing).
  - Provide annual three-day juvenile skills training for attorneys (ongoing).
  - Provide semiannual one-day criminal and juvenile introductory trainings for all new court-appointed attorneys after each Iowa bar exam sitting (ongoing).

- Provide annual appellate and postconviction relief introductory trainings (ongoing).
  - Develop and host monthly lunch webinar training sessions (2015-2016).
  - Develop standard form documents used in criminal and juvenile cases and make available online for court-appointed attorneys (2016-17).
  - Explore development of mentorship program for senior public defenders or trusted contract attorneys to mentor new contract attorneys, including opportunities for observing or second-chairing trials (2017-18).
  - Adequately compensate attorneys and other indigent defense providers in a timely and accurate manner
    - At least annually, review number of contract attorneys statewide and in each county to determine whether attorneys are increasing or decreasing and whether any counties have a shortage of attorneys (ongoing).
    - At least every three years, conduct comparison of hourly rates of compensation with other states and the federal government (ongoing).
    - At least every three years, complete report to General Assembly and Governor making recommendations as to the hourly rate of compensation for attorneys (ongoing).
- (See further strategies and actions related to prompt and accurate manner of compensation detailed as Goal 3)*

### **Goal 3**

#### **Improve the cost-effectiveness and efficiency of Iowa's indigent defense expenditures**

##### **Measures:**

- Total expenditure for indigent defense
- Cost per claim in the indigent defense fund
- Cost per case for public defender cases

##### **Strategies/Actions:**

- Ensure that public defender offices are as productive as possible while maintaining high quality representation
  - Annually set performance expectations for each local public defender office and monitor monthly (ongoing).
  - Continue enforcement of designation policy to ensure that field offices are receiving appointments in all cases for which they are designated (ongoing).
  - Continue adaption to electronic court filing (EDMS) by the judicial branch and explore opportunities to achieve efficiencies through adjustment of internal procedures, including the keeping of paperless case files (ongoing).

- Continue expansion of specialized contracts with attorneys and other indigent defense providers
  - Maintain and enter into new contracts with court reporters in high volume areas of the state for the use of public defenders and court-appointed attorneys (ongoing).
  - Expand child-support contempt special contract program from Polk County to other higher volume counties (2014).
  - Develop specialized alternative-fee appellate contract and pro bono program, reaching out to former appellate clerks, civil appellate practitioners, and others with criminal appellate experience to participate (2014-15).
  - Evaluate other opportunities for increased use of specialized contracts, including with nonprofit organizations, and implement as appropriate (2015-2017).
- Closely review attorneys who submit unreasonable or excessive claims, and terminate contracts where appropriate
  - Adopt administrative rules implementing additional safeguards to prevent excessive or improper billing (ongoing).
  - Continue annual review of aggregate claims for attorneys with unusually high volume of claims or other concerning practices (ongoing).
  - Closely review claims from attorneys with history of submitting excessive or unreasonable claims (ongoing).
  - Upgrade claims review system to include electronic submission of itemizations to automate aggregate review process and permit real-time analysis as claims are initially approved (2015).

**Goal 4**

**Compensate attorneys and other indigent defense providers in a timely and accurate manner.**

**Measures:**

- Percentage of Notices of Action on indigent defense claims that are unchallenged or upheld upon final judicial review
- Percentage of indigent defense claims reviewed and acted upon within an established time period
- Average processing time for an indigent defense claim

**Strategies/Actions:**

- Develop and transition to an online paperless claims submission and review system
  - Complete necessary technology development to upgrade claims review system to a paperless submission system (2015).
  - Explore further automation of fiscal processing with Department of Administrative Services and Department of Inspections and Appeals Fiscal Staff (2015).
- Educate attorneys and other indigent defense providers regarding administrative rules and indigent defense claim procedures
  - Respond promptly and accurately to attorney questions by phone, e-mail, or in person (ongoing).
  - Continue outreach training on indigent defense claims rules and ethics in one-day introductory training session for new contract attorneys and support staff training, and develop online training (2015).
  - Seek opportunities to present to groups of attorneys at continuing legal education seminars or bar meetings regarding the claims review process (ongoing).
  - Develop additional guidance and training materials on indigent defense fee claim policies and procedures and make available online (ongoing).
  - Develop claims review policy manual to ensure consistent and accurate information is provided to inquiring attorneys (2015-16).
- Review and revise administrative rules to clarify, simplify, and ensure they reflect the best practices to achieve high quality and efficient representation of indigent persons.
  - Continue outreach to contract attorneys seeking feedback on claims review process and suggestions for improvement (ongoing).
  - At least biannually, conduct review of all administrative rules to identify areas for simplification, clarification, and improvement (ongoing).

# Office of the State Public Defender



## Fiscal Year 2014 Performance Report

December 15, 2014

# TABLE OF CONTENTS

<i>Section</i>	<i>Page</i>
Introduction	3
Overview	4
Key Results	5
Performance Plan Results	7
Resource Reallocations	9
Agency Contacts	10

# INTRODUCTION

This report pursuant to Department of Management procedures provides an overview of the State Public Defender's fiscal year 2014 operations related to court-appointed counsel, claims processing, and other indigent defense matters. This information, in accordance with the Accountable Government Act, is meant to help improve decision making and increase accountability to stakeholders and the citizens of Iowa.

Iowa's indigent defense system remains strong. The more than 200 employees of the State Public Defender System have been efficiently providing high quality representation on more cases than ever before. In Fiscal Year 2014, public defender offices closed more than 87,000 cases, at an average cost per case of \$299.07, and there was a final finding of ineffective assistance of counsel in less than .001% of these cases.

Similarly, in Fiscal Year 2014, more than 1,000 contract attorneys continued to provide high quality representation throughout all 99 of Iowa's counties. In Fiscal Year 2014, 62,846 claims were paid out of the indigent defense fund, at an average cost per claim of \$494.91. This was an increase of nearly 2,000 claims from Fiscal Year 2013, and the total amount spent from the indigent defense fund increased slightly.

# OVERVIEW

Justice for all in Iowa's criminal and juvenile courts is the vision of the State Public Defender. To achieve that vision, the SPD has the mission to ensure that all indigent persons in Iowa are provided high-quality legal representation in criminal, juvenile, and other eligible proceedings in the most efficient and fiscally responsible manner.

The provision of legal services to indigent clients is constitutionally mandated. In Iowa, these services are provided through a combined system of local public defenders and private attorneys. The State Public Defender provides high-quality, cost-efficient legal representation to indigent clients in state criminal court, juvenile court, and other proceedings as required by law in those areas of the state where local public defenders exist. The State Public Defender also has jurisdiction over the Indigent Defense Fund, which provides funds to pay for indigent defense and ancillary services provided by private contract attorneys and miscellaneous vendors, such as expert witnesses and court reporters. Indigent defense services are constitutionally mandated, which requires these services to be paid by the state. The Indigent Defense Fund pays for those indigent services not covered by local public defenders.

The State Public Defender maintains two core functions. The first is high-quality and cost-effective representation by public defenders to indigent clients in State criminal court, juvenile court, and other proceedings as required by law. The SPD operates 20 offices across the state and employs more than 140 attorneys. These attorneys are appointed to cases with identified indigent clients by the presiding judge based on a matrix of designations developed by the State Public Defender. In the event of conflicts of interest or lack of available local public defender staff the presiding judge may appoint a private attorney who holds a contract with the State Public Defender.

The State Public Defender maintains contracts with over 800 private attorneys across every county in the State to handle cases where no SPD attorney is available due to location or ethical conflict. These attorneys perform their services for fixed hourly fees subject to caps that vary by the nature of the case. Upon the completion of a case, or at contractually defined intervals, the contracted attorneys submit claims for payment for their services. The prompt and fair review, adjudication, and payment of these claims is the second core function of the State Public Defender's office.

# KEY RESULTS

**Name:** Core function— Legal Representation

**Description:** Prompt and fair review and adjudication of claims for payment of indigent defense fees and costs from indigent defense providers.

**Why we are doing this:** To meet SPD strategic goal #4, “Compensate attorneys and other indigent defense providers in a timely and accurate manner.”

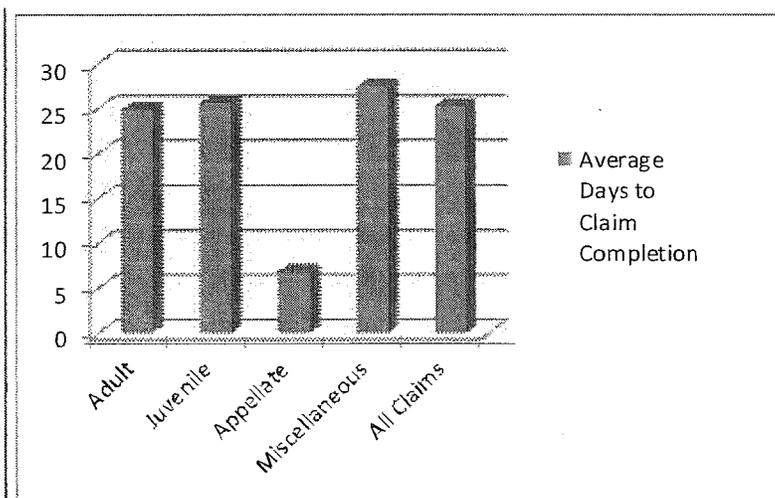
**What we're doing to achieve results:** The State Public Defender processes over 60,000 claims per year. These claims are reviewed for data entry accuracy, appropriateness of billed services, and adherence to administrative rules.

**Performance Measure:** Average processing time for an indigent defense claim within an established standard.

**Performance Goal/Target:** less than 35 days

**What was achieved:** The average processing time for all indigent defense claims was 25.326 days, more than one week faster than the goal.

**Data Sources:** State Public Defender

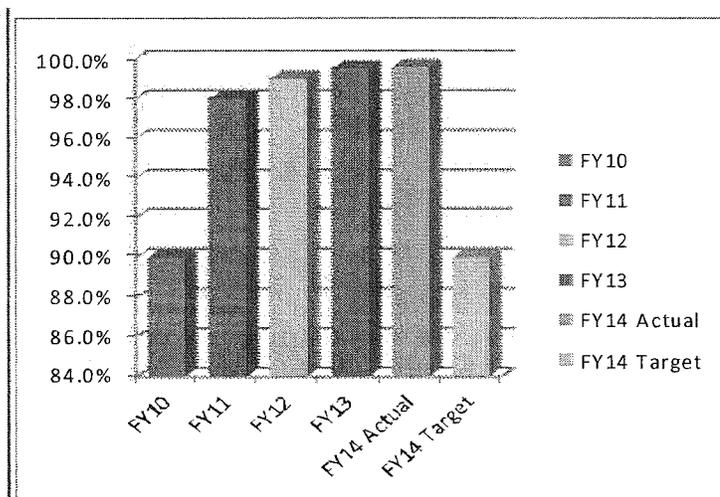


**Performance Measure:** Percentage of Notices of Action on indigent defense claims that are upheld upon final judicial review

**Performance Goal/Target:** 90%

**What was achieved:** 99.6% of the 9,181 Notices of Action issued in FY14 were upheld.

**Data Sources:** State Public Defender



# KEY RESULTS

**Name:** Core Function - Legal Representation

**Description:** Provide high-quality and cost-efficient representation by public defenders to indigent clients in State criminal court, juvenile court, and other proceedings as required by law.

**Why we are doing this:** The State of Iowa has a constitutional duty to ensure effective legal representation to all individuals before our courts. In the event an individual is unable to afford the cost of his/her representation the State provides assistance.

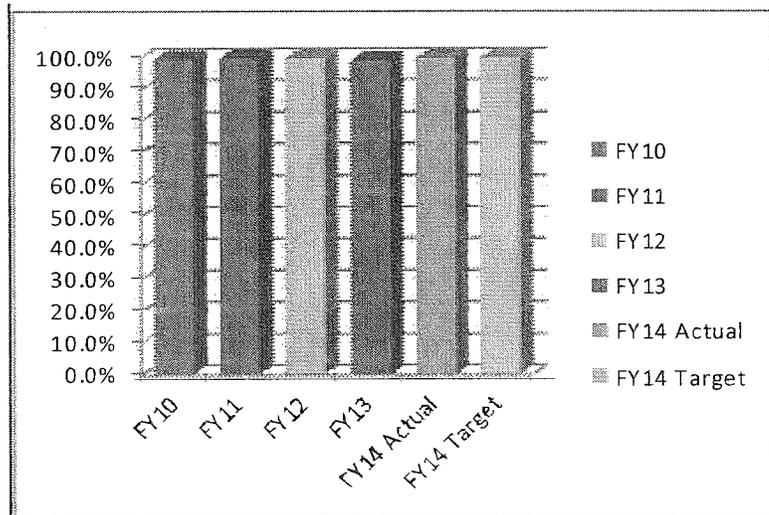
**What we're doing to achieve results:** The Office of State Public Defender continues to seek to hire the best available attorneys, investigators, and staff to provide the high quality, cost effective legal defense that is expected by the citizens of Iowa.

**Performance Measure:** Percentage of public defender cases where there have been no final findings of ineffective assistance of counsel, either on direct appeal of convictions, after post-conviction relief actions, or (for civil commitments) habeas corpus actions.

**Performance Goal/Target:** 99%

**What was achieved:** 99.9% of public defender cases were completed with no finding of ineffective counsel.

**Data Sources:** State Public Defender



# PERFORMANCE PLAN RESULTS

Name of Agency: Office of the State Public Defender

Agency Mission: To ensure that all indigent persons in Iowa are provided high-quality legal representation in criminal, juvenile, and other eligible proceedings in the most efficient and fiscally responsible manner.

Core Function: Prompt and fair review and adjudication of claims for payment of indigent defense fees and costs from indigent defense providers.

Performance Measure (Outcome)	Performance Target	Performance Actual	Performance Comments & Analysis
1. Percentage of Notices of Action on indigent defense claims that are upheld upon final judicial review	90%	99.6%	What Occurred: Claims review staff issued 9,181 Notices of Action on claims submitted in FY14.
2. Average processing time for an indigent defense claim within an established standard.	35 days	25.37 days	What Occurred: 95% of all claims in FY14 were completed within the 35 day target window.
<b>Service, Product or Activity: Assigned Counsel Legal Services</b>			
Performance Measure	Performance Target	Performance Actual	Performance Comments & Analysis
1. Percentage of Adult indigent defense claims reviewed and acted upon (approved or disapproved) within 35 days of receipt.	90%	98%	What Occurred: The processing of adult claims was complete, on average, within 24.929 days of receipt.
2. Percentage of juvenile indigent defense claims reviewed and acted upon (approved or disapproved) within 35 days of receipt.	90%	94%	What Occurred: The processing of juvenile claims was complete, on average, within 25.637 days of receipt.
3. Percentage of appellate indigent defense claims reviewed and acted upon (approved or disapproved) within 35 days of receipt.	90%	98%	What Occurred: The processing of appellate claims was complete, on average, within 6.919 days of receipt.
4. Percentage of miscellaneous indigent defense claims reviewed and acted upon (approved or disapproved) within 35 days of receipt.	90%	81%	What Occurred: The processing of miscellaneous claims was complete, on average, within 27.501 days of receipt.

# PERFORMANCE PLAN RESULTS (cont.)

Name of Agency: Office of the State Public Defender			
Agency Mission: To ensure that all indigent persons in Iowa are provided high-quality legal representation in criminal, juvenile, and other eligible proceedings in the most efficient and fiscally responsible manner.			
Core Function: Provide high-quality and cost-efficient representation by public defenders to indigent clients in State criminal court, juvenile court, and other proceedings as required by law.			
Performance Measure (Outcome)	Performance Target	Performance Actual	Performance Comments & Analysis
1. Percentage of public defender cases where there have been no final findings of ineffective assistance of counsel, either on direct appeal of convictions, after post-conviction relief actions, or (for civil commitments) habeas corpus actions.	99%	99.9%	What Occurred: Public Defenders maintained a very high level of quality of representation in the FY14 period.
Service, Product or Activity: Public Defender Legal Services			
Performance Measure	Performance Target	Performance Actual	Performance Comments & Analysis
1. Number of cases completed by the State Public Defender (SPD) system	83,000	87,632	What Occurred: SPD cases are counted on a per charge basis. If a defendant is facing multiple charges for a single incident they will be counted separately.

## **RESOURCE REALLOCATIONS**

During FY14, the Office State Public Defender continued to address the challenge of limited human and financial resources.

To improve the recruitment of high-quality attorneys for employment as Public Defenders, the Gideon Fellowship program has been implemented. The Gideon Fellowship allows the Office of State Public Defender to compete on a more equal footing with other potential employers of prospective law school graduates by timing recruitment and hiring to coincide with existing annual job market cycles instead of reacting to openings in the Public Defender system as they occur.

An evaluation of the responsibilities of the Office was conducted on an ongoing basis during the fiscal year. In some cases, staff positions were reassigned to best utilize the skills necessary to accomplish the mission of the Office. The Office continues to maximize state resources to accomplish our mission.

# AGENCY CONTACTS

Copies of the State Public Defender Agency Performance Report are available on the Results Iowa web site ([www.resultsiowa.org](http://www.resultsiowa.org)) and the SPD web site (<https://spd.iowa.gov/>). Copies of the report can also be obtained by contacting Adam Haar at 515-281-5577 or via e-mail at [ahaar@spd.state.ia.us](mailto:ahaar@spd.state.ia.us).

## General Contact Information:

Iowa Office of the State Public Defender  
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(515) 242-6158