

**South Carolina Office of Appellate Defense
ANNUAL ACCOUNTABILITY REPORT: Fiscal Year 1999-2000**

EXECUTIVE SUMMARY

The Office of Appellate Defense, established by statute to fulfill constitutional requirements, has a single goal, which is to provide effective legal representation on appeal to indigent criminal defendants. This professional service was provided at an average cost of \$1,103.00 per case, including printing, a result which is very cost effective to the taxpayers of our state. The lawyers here represent our clients subject to the Rules of Professional Conduct promulgated by the South Carolina Supreme Court.

The Office mainly interacts with the Attorney General's Office as to whom we are adversaries in the appellate courtroom. The relationship is therefore not unlike that of two law firms who are adversaries on an appeal. To the extent consistent with our professional responsibility, this office endeavors to cooperate with the Attorney General's Office in matters of docketing, assembly of records on appeal, presentation of exhibits, and the like.

Finally, our office is limited to a single field of endeavor, which is to provide representation before our appellate courts to indigent clients, consistent with constitutional mandates and the Rules of Professional Conduct.

MISSION

The United States Constitution requires states to guarantee adequate legal representation to every indigent criminal defendant, both at trial level, and on appeal from any conviction involving a sentence of imprisonment. Under S.C. Code §17-4-10, the South Carolina Office of Appellate Defense discharges the state's constitutional obligation to provide indigent citizens convicted of crimes with representation on appeal to the South Carolina Supreme Court, and Court of Appeals.

LEADERSHIP SYSTEM

The Office of Appellate Defense is comprised of two components: an administrative staff and an attorney staff. Senior employees from both sections incorporate management skills designed to foster effective office operations. Senior employees attend office leadership/management seminars annually. Also, all staffers must complete required yearly readings, which enhance office production and morale. This year's reading was Spencer Johnson's book Who Moved My Cheese? In addition, there is a suggestion box in the office and a standard procedure for filing complaints. Indeed, seniors are mindful of the principle that all parts must run together efficiently for the entire office to function as a whole. The benefit is a well-oiled office machine wherein employee performance is maximized and our goal of providing legal representation to our clients is accomplished.

CUSTOMER FOCUS AND SATISFACTION

The Office of Appellate Defense currently employs ten attorneys specializing in appellate law. During fiscal year 1999-2000 the agency opened 1069 cases. State law provides up to \$75.00

per hour for legal services, for private attorneys appointed to the representation of indigents. Agency structure and legal specialization allowed the Office of Appellate Defense to effectively represent its clients at an average cost of \$1,103.00 per case during the fiscal year, including printing and administrative costs.

PROGRAM NAME

Administration

PROGRAM COST

The Office of Appellate Defense administered operations with a state-appropriated budget of \$1,178,972.00.

PROGRAM GOAL

The Office of Appellate Defense is committed to the State's goal of an expeditious and cost efficient judicial process.

PROGRAM OBJECTIVES

Effective representation of clients in a cost efficient manner.

Key Results

Average per case cost of \$1,103.00