

# Department Budget Submission Checklist

All departments must complete and submit this completed cover sheet with your budget submission and ensure all applicable forms below are included with your submission.

**Department Name: Public Defender**

- Summary of Major Changes:** Completed "Form 1A: Summary of Major Changes" explaining major changes submitted in department's budget proposal.
  - Proposed GF target reductions**
  - Department Budget Summary:** Completed "Form 1B: Department Budget Summary."
- Revenue Report:** Completed "Form 2A: Revenue Report."
- Fees & Fines:** Completed "Form 2B: Fees & Fines."
- Cost Recovery:** Completed "Form 2C: Cost Recovery."
- Expenditure Changes:** Completed "Form 3A: Expenditure Changes."
- Deappropriations from prior years' budget:** Indicate if these are included in your submitted budget, and please explain in the expenditure changes form "Form 3A: Expenditure Changes."
- Position Changes:** Completed "Form 3B: Position Changes."
  
- Equipment & Fleet:** Completed "Form 4A: Equipment Request" and "Form 4B: Fleet Request."
  
- Minimum Compensation Ordinance:** By checking this box, the department confirms that the effects of the MCO in contracting have been considered as part of the budget submission.
- Proposition J Description, Summary, City Cost, Contract Cost:** Required for all existing & new Prop Js.
- Interdepartmental Services Balancing:** Included Excel download of Department - IDS Form Balancing Report from BFM Reporting.
  
- Organizational Charts:** Submission contains updated position-level organizational charts for your department, with indication if the position is filled (F) or vacant (V). Org charts also reflect any proposed position changes.
  
- New Legislation:**
  - Accept & Expend (A&E) legislation for new grants included in the department budget submission
  - Included draft legislation that department would like to submit with the budget; or,
  - Draft legislation is in progress currently. A description of the proposed changes is included in the "Summary of Major Changes" table.
  
- Other Requests:** Submitted requests for the following item:
  - COIT
  - Capital

**For Chief Financial Officer/Budget Manager:**

I have reviewed the attached budget submission and affirm that all applicable forms checked off above are included in my department's budget submission or have been submitted through the proper online forms.

**Full Name:** Lyslynn Lacoste, Chief of Staff

**Signature:** lyslynn lacoste

DEPARTMENT: PDR Public Defender

Major Changes		Department Response to Major Changes
<b>Budget Instructions</b>	Did the department follow the Mayor's Budget Instructions?	Yes
<b>Summary</b>	What major changes is the department proposing? Clearly describe each change, including the fiscal impact of the proposal. In addition, submit a 1-2 page memo inclusive of all program areas with major changes. The memo should address: 1) all programs being wound down (and the timeline) 2) all new programs being stood up (including those stood up in the current fiscal year being annualized in the budget) 3) any programs being sustained but with changes to service levels due to funding changes	Please refer to Public Defender Budget Proposal and Strategic Plan.
<b>Fund Balance</b>	For each fund that includes fund balance as a system-loaded revenue source (i.e. showing up in the budget submission), describe the following: 1) What is the total fund balance amount as of December 31, 2025? 2) What is the projected total fund balance that will remain at the end of the current fiscal year? 3) In the department's submission, how much fund balance is proposed for use in the budget fiscal years? 4) What is the proposed use of budgeted fund balance each fiscal year? Is the proposed use a one-time or ongoing cost? 5) If any fund balance will be left unused, please explain how much and why. 6) Of all revenue sources supporting the fund, what percentage is fund balance?	Not applicable to Public Defender's Office as General Fund department.
<b>Source Type</b>	What programs is the department proposing to fund with one-time sources? If the programs are proposed to continue after the exhaustion of one-time sources, explain how the department will fund them.	None.
<b>Investments</b>	Is the department proposing any upfront cost / investments in this budget that will save money over time? Describe how the spending reductions will be realized and on what timeline. (ex: new vehicle purchase that saves money on maintenance or fuel annually, paying for itself by FY29)	Not applicable to Public Defender's Office.
<b>General Fund Target</b>	If the department met the General Fund reduction target assigned in the Mayor's Budget Instructions, what are the ongoing changes made to achieve it? What are the high-level programmatic, operational, or staffing impacts of the proposed reductions? Is the department proposing any increases in revenues to meet target?  For Non-General Fund Supported departments, please describe your strategy for absorbing cost increases or revenue reductions without adding new costs to the General Fund.	Public Defender's Office is not able to meet the Mayor's reduction target. Please refer to Public Defender Budget Proposal and Strategic Plan.
<b>Expenditures</b>	What major spending changes is the department proposing? How has the department evaluated grant allocations, non-personnel expenditures and contractual services for cost-effectiveness and efficiency? Please provide information about any changes that affect core services and functions. Highlight any changes related to major initiatives as noted in the Summary section and provide details in Form 3A.	Please refer to Public Defender Budget Proposal and Strategic Plan.
<b>Revenues</b>	What revenue changes did the department submit? Please differentiate between General Fund and non-General Fund. This should match an Audit Trail, as shown in Form 2A Revenue Report, as well as, the Expenditure Report in Form 3A.	None noted.
<b>External Policy Revenue Impacts</b>	What impact/significant changes in programming does the department project due to revenue shocks from the state or federal government? How are these reflected in your submission?	None noted.
<b>Revenue Increase Index</b>	Did the Department increase fees or other revenues above Controller's provided CPI index? If so, please explain what is driving the increase.	Not applicable to Public Defender's Office.

**BUDGET FORM 1A: Summary of Major Changes**

**FY 2026-27 and FY 2027-28**

DEPARTMENT: PDR Public Defender

<b>Positions</b>	What position changes is the department proposing? How do the changes map to programs the department proposes to sustain or modify? For any changes to internal operations/indirect services, explain how they relate to core service delivery. How does the department plan to utilize or eliminate any vacant positions in their budget? Highlight any changes to FTE levels, budgeted attrition, temporary salaries, substitutions, or changes in status, and provide details in form 3B.	Please refer to Public Defender Budget Proposal and Strategic Plan.
<b>Substitutions</b>	Is the department requesting any substitutions of positions? How many substitution requests are for filled positions?	Yes, please refer to Public Defender Budget Proposal and Strategic Plan.
<b>Transfer of Functions</b>	Is the department requesting any Transfer of Functions of positions between departments? If so, please explain.	No.
<b>Interim Exceptions</b>	Is the department requesting any interim exceptions (new positions that are 1.0 FTE rather than 0.79 in BY and .78 in BY +1)? If so, for what reason are the request being made?	No.
<b>Discretionary Workorders</b>	What changes to discretionary workorders is the department proposing? What effect will those changes have on the department's programs and core service delivery?	Most workorders are centrally loaded by the performing departments based on their costs.
<b>Legislation</b>	Please itemize any legislation required for budget submission, including: A&Es / recurring grants, fee schedules, etc.	Not applicable to Public Defender's Office.
<b>Prop J</b>	Identify existing Prop J Analyses that will continue, and if the department's budget proposes any NEW contracting out of work previously done by City workers.	Not applicable to Public Defender's Office.
<b>Budget Equity</b>	Do any changes to the department's budget described above impact the department's ability to implement its racial equity plan? If so please explain.	No.

**BUDGET FORM 1B: Department Budget Summary**

**FY 2026-27 and FY 2027-28**

DEPARTMENT: PDR Public Defender

**GFS Details**

Account Lvl 2	Account Lvl 3	FY 2026-27 Base	FY 2026-27 Department	FY 2026-27 Dept - Base	FY 2027-28 Base	FY 2027-28 Department	FY 2027-28 Dept - Base
EXPENDITURE	SALARIES	40,120,916	40,120,916	0	43,536,221	43,536,221	0
	MAND_FRING_BEN	13,492,493	13,492,493	0	14,993,736	14,993,736	0
	PROG_PROJ	333,212	333,212	0	333,212	333,212	0
	NON_PERS_SVCS	1,647,672	1,718,057	70,385	1,647,672	1,667,672	20,000
	MTL_SUPP	128,514	128,514	0	128,514	128,514	0
	SVCS_OTHER_DEPTS	2,726,164	2,726,164	0	2,726,164	2,726,164	0
<b>EXPENDITURE</b>		<b>58,448,971</b>	<b>58,519,356</b>	<b>70,385</b>	<b>63,365,519</b>	<b>63,385,519</b>	<b>20,000</b>
<b>GFS</b>	<b>General Fund Support</b>	<b>57,808,971</b>	<b>57,787,356</b>	<b>(21,615)</b>	<b>62,705,519</b>	<b>62,725,519</b>	<b>20,000</b>
Account Lvl 2	Account Lvl 3	FY 2026-27 Base	FY 2026-27 Department	FY 2026-27 Dept - Base	FY 2027-28 Base	FY 2027-28 Department	FY 2027-28 Dept - Base
REVENUE	INTERGOV_REV_ST	640,000	640,000	0	660,000	660,000	0
	EXP_RECOVERY	0	92,000	92,000	0	0	0
<b>REVENUE</b>		<b>640,000</b>	<b>732,000</b>	<b>92,000</b>	<b>660,000</b>	<b>660,000</b>	<b>0</b>
<b>GFS</b>	<b>General Fund Support</b>	<b>57,808,971</b>	<b>57,787,356</b>	<b>(21,615)</b>	<b>62,705,519</b>	<b>62,725,519</b>	<b>20,000</b>

**GFS Target Status**

FY 2026-27 Reduction Targets	FY 2026-27 Baseline Target	FY 2026-27 Dept Submission	FY 2026-27 Amt Over (Under) Target	FY 2027-28 Reduction Targets	FY 2027-28 Baseline Target	FY 2027-28 Dept Submission	FY 2027-28 Amt Over (Under) Target
(1,000,000)	56,808,971	57,787,356	978,385	(1,000,000)	61,705,519	62,725,519	1,020,000
			Target Not Met				Target Not Met

**NGFS - Self Supporting**

Account Lvl 2	Category	FY 2026-27 Base	FY 2026-27 Department	FY 2026-27 Dept - Base	FY 2027-28 Base	FY 2027-28 Department	FY 2027-28 Dept - Base
EXPENDITURE	Salaries	197,165	195883	(1,282)	(84,437)	0	84,437
	Mandatory Fringe Benefits	64,444	64117	(327)	(22,696)	0	22,696
	Non-Personnel Services	282,682	282682	0	85,364	42682	(42,682)
<b>EXPENDITURE</b>		<b>544,291</b>	<b>542682</b>	<b>(1,609)</b>	<b>(21,769)</b>	<b>42682</b>	<b>64,451</b>
REVENUE	Intergovernmental: Federal	42,682	42682	0	85,364	42682	(42,682)
	Other Revenues	500,000	500000	0	0	0	0
<b>REVENUE</b>		<b>542,682</b>	<b>542682</b>	<b>0</b>	<b>85,364</b>	<b>42682</b>	<b>(42,682)</b>
<b>Non-General Fund Support</b>	<b>Revenue Surplus(Deficit)</b>	<b>(1,609)</b>	<b>0</b>	<b>1,609</b>	<b>107,133</b>	<b>0</b>	<b>(107,133)</b>

**BUDGET FORM 2A: Revenue Report**

DEPARTMENT: PDR Public Defender

GFS Type	Dept Grp	Division	Division Title	Section	Section Title	Dept ID	Dept ID Title	Fund	Fund Title	Project-Activity	Project Title	Activity Title	Authority	Authority Title	Account Lvl 5 Title	Account	Account Title	Total BY Revenue Change		92,000 Total BY1 Revenue Change		(42,682)		Budget Justification	
																		FY 2026-27 Base	FY 2026-27 Department	FY 2026-27 Dept - Base	FY 2027-28 Base	FY 2027-28 Department	FY 2027-28 Dept - Base		
GFS	PDR	232082	PDR Public Defender	232082	PDR Public Defender	232082	PDR Public Defender	10000	GF Annual Account Ctrl	10001889-0001	PD CRIMINAL DEFENSE - GF	CRIMINAL DEFENSE - GF	10000	Operating	4860ExpRec	486190	Exp Rec Fr Child:Youth&Fam AAO	-	92,000	92,000	-	-	-		
NGFS	PDR	232082	PDR Public Defender	232082	PDR Public Defender	232082	PDR Public Defender	13550	SR Public Protection-Grant	10040970-0005	CH FY25-26 Federal JAG Grant	FY25-26 FJAG, PDR	10001	Grants	4400IGRFed	444939	Federal Direct Grant	-	-	-	42,682	-	(42,682)	Adjust grant revenue at project level for CH FY25-26 Federal JAG Grant.	
NGFS	PDR	232082	PDR Public Defender	232082	PDR Public Defender	232082	PDR Public Defender	13550	SR Public Protection-Grant	10042164-0004	CH FY26-27 Federal JAG Grant	FY26-27 FJAG, PDR	10001	Grants	4400IGRFed	444939	Federal Direct Grant	42,682	42,682	-	42,682	-	(42,682)	Adjust grant revenue at project level for CH FY26-27 Federal JAG Grant.	
NGFS	PDR	232082	PDR Public Defender	232082	PDR Public Defender	232082	PDR Public Defender	13550	SR Public Protection-Grant	10043173-0004	CH FY27-28 Federal JAG Grant	FY27-28 FJAG, PDR	10001	Grants	4400IGRFed	444939	Federal Direct Grant	-	-	-	-	42,682	42,682		Adjust grant revenue at project level for CH FY27-28 Federal JAG Grant.

BUDGET FORM 3A: Expenditure Change

DEPARTMENT: PDR Public Defender

GFS Type	Dept Grp	Division	Division Title	Section	Section Title	Dept ID	Dept ID Title	Fund	Fund Title	Project-Activity	Project Title	Activity Title	Authority	Authority Title	Account Lvl 5 Title	Account	Account Title	Total BY Expenditure Change			Total BY1 Expenditure Change			Explanation of Change	
																		FY 2026-27 Base	FY 2026-27 Department	FY 2026-27 Dept - Base	FY 2027-28 Base	FY 2027-28 Department	FY 2027-28 Dept - Base		68,776
GFS	PDR	232082	PDR Public Defender	232082	PDR Public Defender	232082	PDR Public Defender	10000	GF Annual Account Ctr	10001889-0001	PD CRIMINAL DEFENSE - GF	CRIMINAL DEFENSE - GF	10000	Operating	5210NPSvcs	535000	Other Current Expenses - Bdgt	40,540	60,540	20,000	40,540	60,540	20,000	Restoring base budget. Cannot afford cuts to non-personnel budget.	
GFS	PDR	232082	PDR Public Defender	232082	PDR Public Defender	232082	PDR Public Defender	10020	GF Continuing Authority Ctr	10033341-0001	PD Immigration Defense	Immigration Defense	22377	Immigration Reco	5210NPSvcs	527000	Prof & Specialized Svcs-Bdgt	-	50,385	50,385	-	-	-	To appropriate \$50,384.94 of settlement funds to support immigration legal defense. Deposit ID: 401167, received \$18,448.75 Deposit ID: 414897-4, received \$31,936.19	
NGFS	PDR	232082	PDR Public Defender	232082	PDR Public Defender	232082	PDR Public Defender	13550	SR Public Protection-Grant	10040970-0005	CH FY25-26 Federal JAG Grant	FY25-26 FJAG, PDR	10001	Grants	5210NPSvcs	527000	Prof & Specialized Svcs-Bdgt	-	-	-	42,682	-	(42,682)	Cost adjustment related to grant positions.	
NGFS	PDR	232082	PDR Public Defender	232082	PDR Public Defender	232082	PDR Public Defender	13550	SR Public Protection-Grant	10042164-0004	CH FY26-27 Federal JAG Grant	FY26-27 FJAG, PDR	10001	Grants	5210NPSvcs	527000	Prof & Specialized Svcs-Bdgt	42,682	42,682	-	42,682	-	(42,682)	Cost adjustment related to grant positions.	
NGFS	PDR	232082	PDR Public Defender	232082	PDR Public Defender	232082	PDR Public Defender	13550	SR Public Protection-Grant	10043173-0004	CH FY27-28 Federal JAG Grant	FY27-28 FJAG, PDR	10001	Grants	5210NPSvcs	527000	Prof & Specialized Svcs-Bdgt	-	-	-	-	42,682	42,682	Cost adjustment related to grant positions.	
NGFS	PDR	232082	PDR Public Defender	232082	PDR Public Defender	232082	PDR Public Defender	13730	SR Public Protection-Grant Oth	10042437-0001	PDR SF Community Assistance ar	PDR SF Community Assistance an	10001	Grants	5010Salary	501010	Perm Salaries-Misc-Regular	-	-	-	-	-	-	-	See Form 3B
NGFS	PDR	232082	PDR Public Defender	232082	PDR Public Defender	232082	PDR Public Defender	13730	SR Public Protection-Grant Oth	10042463-0001	PDR Crankstart Expungement Ini	PDR Crankstart Expungement Ini	10001	Grants	5010Salary	501010	Perm Salaries-Misc-Regular	197,165	195,883	(1,282)	(84,437)	-	84,437	See Form 3B	
NGFS	PDR	232082	PDR Public Defender	232082	PDR Public Defender	232082	PDR Public Defender	13730	SR Public Protection-Grant Oth	10042463-0001	PDR Crankstart Expungement Ini	PDR Crankstart Expungement Ini	10001	Grants	5130Fringe	513010	Retire City Misc	27,058	26,847	(211)	(15,047)	-	15,047	See Form 3B	
NGFS	PDR	232082	PDR Public Defender	232082	PDR Public Defender	232082	PDR Public Defender	13730	SR Public Protection-Grant Oth	10042463-0001	PDR Crankstart Expungement Ini	PDR Crankstart Expungement Ini	10001	Grants	5130Fringe	514010	Social Security (OASDI & HI)	6,504	6,425	(79)	(5,235)	-	5,235	See Form 3B	
NGFS	PDR	232082	PDR Public Defender	232082	PDR Public Defender	232082	PDR Public Defender	13730	SR Public Protection-Grant Oth	10042463-0001	PDR Crankstart Expungement Ini	PDR Crankstart Expungement Ini	10001	Grants	5130Fringe	514020	Social Sec-Medicare(HI Only)	2,859	2,840	(19)	(1,224)	-	1,224	See Form 3B	
NGFS	PDR	232082	PDR Public Defender	232082	PDR Public Defender	232082	PDR Public Defender	13730	SR Public Protection-Grant Oth	10042463-0001	PDR Crankstart Expungement Ini	PDR Crankstart Expungement Ini	10001	Grants	5130Fringe	515020	Retiree Health-Match-Prop B	1,518	1,508	(10)	(650)	-	650	See Form 3B	
NGFS	PDR	232082	PDR Public Defender	232082	PDR Public Defender	232082	PDR Public Defender	13730	SR Public Protection-Grant Oth	10042463-0001	PDR Crankstart Expungement Ini	PDR Crankstart Expungement Ini	10001	Grants	5130Fringe	515030	RetireeHthCare-CityMatchPropC	454	451	(3)	(194)	-	194	See Form 3B	
NGFS	PDR	232082	PDR Public Defender	232082	PDR Public Defender	232082	PDR Public Defender	13730	SR Public Protection-Grant Oth	10042463-0001	PDR Crankstart Expungement Ini	PDR Crankstart Expungement Ini	10001	Grants	5130Fringe	519120	Long Term Disability Insurance	809	804	(5)	(346)	-	346	See Form 3B	
NGFS	PDR	232082	PDR Public Defender	232082	PDR Public Defender	232082	PDR Public Defender	13730	SR Public Protection-Grant Oth	10042463-0001	PDR Crankstart Expungement Ini	PDR Crankstart Expungement Ini	10001	Grants	5210NPSvcs	527000	Prof & Specialized Svcs-Bdgt	240,000	210,000	(30,000)	-	-	-	Adjust Y2 Crankstart grant.	
NGFS	PDR	232082	PDR Public Defender	232082	PDR Public Defender	232082	PDR Public Defender	13730	SR Public Protection-Grant Oth	10042463-0001	PDR Crankstart Expungement Ini	PDR Crankstart Expungement Ini	10001	Grants	5210NPSvcs	527830	Stipends	-	30,000	30,000	-	-	-	Adjust Y2 Crankstart grant.	

BUDGET FORM 3B: Position Change

DEPARTMENT: PDR Public Defender

GFS Type	Dept Grp	Division	Division Title	Section	Section Title	Dept ID	Dept ID Title	Fund	Fund Title	Project-Activity	Project Title	Activity Title	Authorth	Authority Title	Account Lvl 5 Title	Job Class	Job Title	Status	Action	Position	Total BY FTE Change		Total BY Amount Change		Total BY FTE Change		Total BY Amount Change		Explanation of Change						
																					FY 2026-27 Base FTE	FY 2026-27 Dept FTE	FY 2026-27 Base Amount	FY 2026-27 Dept Amount	FY 2026-27 Base Amount	FY 2026-27 Dept Amount	FY 2027-28 Base FTE	FY 2027-28 Dept FTE		FY 2027-28 Base Amount	FY 2027-28 Dept Amount				
NGFS	PDR	232062	PDR Public Defender	232082	PDR Public Defender	232082	PDR Public Defender	13730	SR Public Protection-Grant Oth	10042437-000	PDR SF Community Assistance an	PDR SF Community Assistance an	10001	Grants	5010Salary	8173_C	Legal Assistant		O	Q	01158580	-	1	1	-	-	-	-	1	1	-	-	-	The Crankstart grant A&E ordinance amends the ASO in FY26.	
NGFS	PDR	232062	PDR Public Defender	232082	PDR Public Defender	232082	PDR Public Defender	13730	SR Public Protection-Grant Oth	10042437-000	PDR SF Community Assistance an	PDR SF Community Assistance an	10001	Grants	5010Salary	8177_C	Attorney (Civil/Criminal)		O	Q	01158577	-	1	1	-	-	-	-	1	1	-	-	-	The Crankstart grant A&E ordinance amended the ASO in FY26.	
NGFS	PDR	232062	PDR Public Defender	232082	PDR Public Defender	232082	PDR Public Defender	13730	SR Public Protection-Grant Oth	10042437-000	PDR SF Community Assistance an	PDR SF Community Assistance an	10001	Grants	5010Salary	8177_C	Attorney (Civil/Criminal)		O	Q	01158578	-	1	1	-	-	-	-	1	1	-	-	-	The Crankstart grant A&E ordinance amended the ASO in FY26.	
NGFS	PDR	232062	PDR Public Defender	232082	PDR Public Defender	232082	PDR Public Defender	13730	SR Public Protection-Grant Oth	10042437-000	PDR SF Community Assistance an	PDR SF Community Assistance an	10001	Grants	5010Salary	8177_C	Attorney (Civil/Criminal)		O	Q	01158579	-	1	1	-	-	-	-	1	1	-	-	-	The Crankstart grant A&E ordinance amended the ASO in FY26.	
NGFS	PDR	232062	PDR Public Defender	232082	PDR Public Defender	232082	PDR Public Defender	13730	SR Public Protection-Grant Oth	10042463-000	PDR Crankstart Expungement Inr	PDR Crankstart Expungement Inr	10001	Grants	5010Salary	STEMP	Step Adjustments, Miscellaneous	S																	Adjust personnel to match to the grant award.
NGFS	PDR	232062	PDR Public Defender	232082	PDR Public Defender	232082	PDR Public Defender	13730	SR Public Protection-Grant Oth	10042463-000	PDR Crankstart Expungement Inr	PDR Crankstart Expungement Inr	10001	Grants	5010Salary	STEMP	Step Adjustments, Miscellaneous	S																	Adjust personnel to match to the grant award.
NGFS	PDR	232062	PDR Public Defender	232082	PDR Public Defender	232082	PDR Public Defender	13730	SR Public Protection-Grant Oth	10042463-000	PDR Crankstart Expungement Inr	PDR Crankstart Expungement Inr	10001	Grants	5010Salary	STEMP	Step Adjustments, Miscellaneous	S																	Adjust personnel to match to the grant award.
NGFS	PDR	232062	PDR Public Defender	232082	PDR Public Defender	232082	PDR Public Defender	13730	SR Public Protection-Grant Oth	10042463-000	PDR Crankstart Expungement Inr	PDR Crankstart Expungement Inr	10001	Grants	5130Fringe	STEMP	Step Adjustments, Miscellaneous	S																	Adjust personnel to match to the grant award.
NGFS	PDR	232062	PDR Public Defender	232082	PDR Public Defender	232082	PDR Public Defender	13730	SR Public Protection-Grant Oth	10042463-000	PDR Crankstart Expungement Inr	PDR Crankstart Expungement Inr	10001	Grants	5130Fringe	STEMP	Step Adjustments, Miscellaneous	S																	Adjust personnel to match to the grant award.



**This Tab is filtered for work orders that are not balanced between requesting and performing departments. To remove or change this filter and view all work orders, go to the "Input Controls" in the navigation pane; change the value under Report Input Controls. All entries can also be reviewed in Tab2 and Tab3.**

Off-Budget is one-sided and is considered balance. It is unbalance only when Requesting (8000) and Performing (8100) does not agree.

**WO is balanced on the forms.**

**IDS Form Balancing Report**

DEPARTMENT: PDR Public Defender

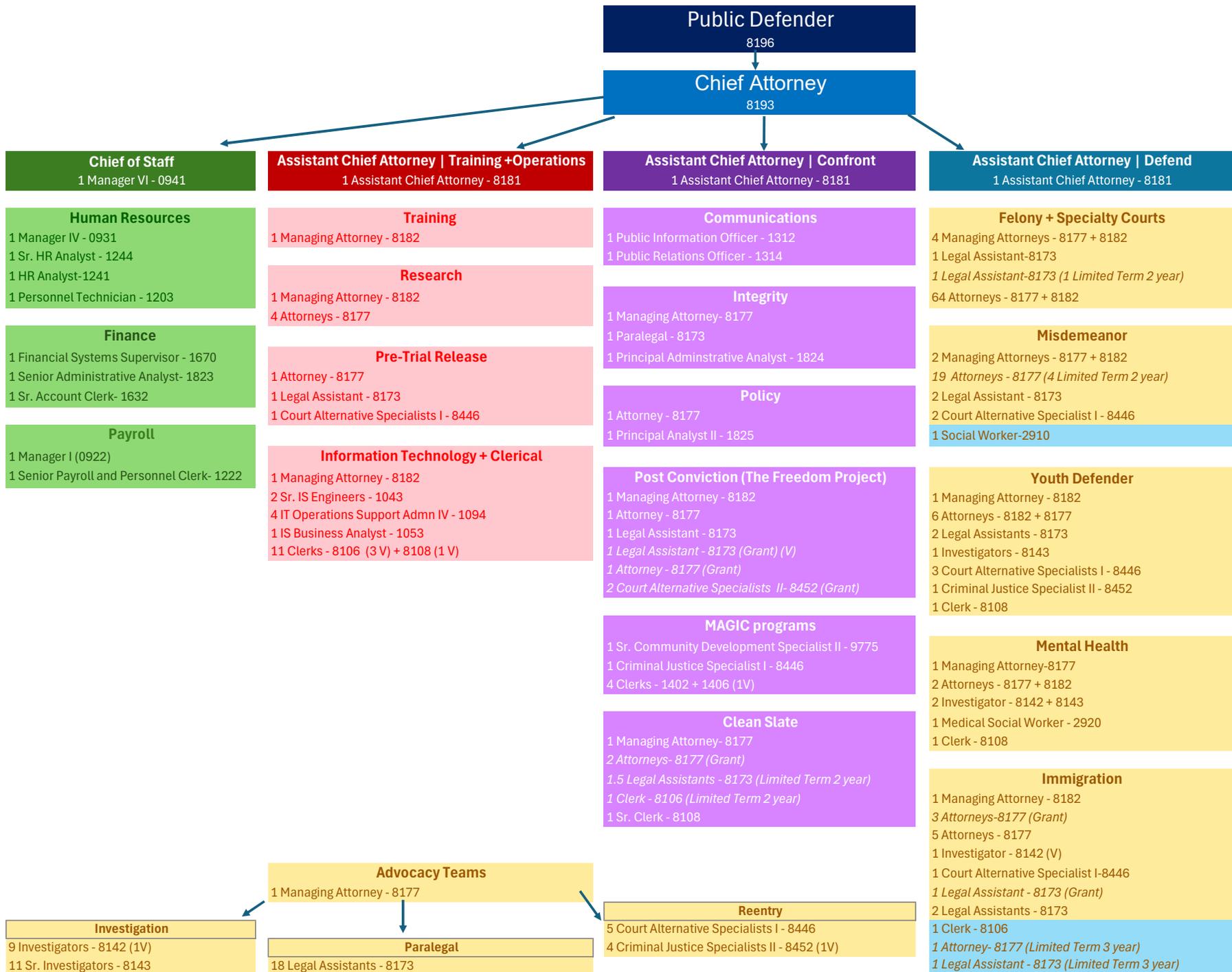
Dept Pair	Requesting	Performing	WO Ref ID	Dept ID	Fund	Project	Activity	Authority	Account	FY 2025-26 Original	FY 2026-27 Rollover	FY 2026-27 Requesting Changes	FY 2026-27 Performing Changes	FY 2026-27 Requesting Proposal	FY 2026-27 Performing Proposal	FY 2027-28 Rollover	FY 2027-28 Requesting Changes	FY 2027-28 Performing Changes	FY 2027-28 Requesting Proposal	FY 2027-28 Performing Proposal	Requesting Comments	Performing Comments	
CHF-PDR	CHF	PDR	PDR	232082	10000	10001889	0001	10000	486190	92,000	-	92,000	92,000	92,000	92,000	-	-	-	-	-	-		To match requesting department
CHF-PDR	CHF	PDR	PDR	229218	11190	10001640	7000	20112	581720	(92,000)	-	-	-	-	-	-	-	-	-	-	-		
CHF-PDR	CHF	PDR	PDR	229218	11190	10040997	7000	17230	581720	-	-	(92,000)	(92,000)	(92,000)	(92,000)	-	-	-	-	-	-		To match requesting department
PDR-ADM	PDR	ADM	ADM-DIGITALSVCS	208671	10020	10022322	0004	16537	486510	-	-	-	48,858	-	48,858	-	-	-	48,858	-	48,858		
PDR-ADM	PDR	ADM	ADM-DIGITALSVCS	208671	10060	10022322	0004	10002	486510	-	-	48,858	-	48,858	-	-	-	48,858	-	48,858	-		
PDR-ADM	PDR	ADM	ADM-EXAMINER	284641	10000	10001624	0001	10000	486510	4,000	4,000	-	-	4,000	4,000	4,000	-	-	4,000	4,000			
PDR-ADM	PDR	ADM	ADM-DIGITALSVCS	232082	10000	10001889	0001	10000	581161	-	-	(48,858)	(48,858)	(48,858)	(48,858)	-	(48,858)	(48,858)	(48,858)	(48,858)			
PDR-ADM	PDR	ADM	ADM-EXAMINER	232082	10000	10001889	0001	10000	581230	(4,000)	(4,000)	-	-	(4,000)	(4,000)	(4,000)	-	-	(4,000)	(4,000)			
PDR-TIS	PDR	TIS	TIS-CITYWIDECLOUD	207921	28070	10024810	1185	17608	486510	3,000	3,000	-	-	3,000	3,000	3,000	-	-	3,000	3,000			
PDR-TIS	PDR	TIS	TIS-TECHPROJ	207921	28070	10024810	0187	17608	486510	2,786	2,786	-	-	2,786	2,786	2,786	-	-	2,786	2,786			
PDR-TIS	PDR	TIS	TIS-TECHPROJ	232082	10000	10001889	0001	10000	581140	(2,786)	(2,786)	-	-	(2,786)	(2,786)	(2,786)	-	-	(2,786)	(2,786)			
PDR-TIS	PDR	TIS	TIS-CITYWIDECLOUD	232082	10000	10001889	0001	10000	581142	(3,000)	(3,000)	-	-	(3,000)	(3,000)	(3,000)	-	-	(3,000)	(3,000)			

**WO is balanced**

IDS Form Balancing Report

DEPARTMENT: PDR Public Defender

Dept Pair	Requesting	Performing	WO Ref ID	WO Ref Title	Dept ID	Dept ID Title	Fund	Fund Title	Project	Project Title	Activity	Activity Title	Authority Lvl	Authority Lvl 1 Title	Authority	Authority Title	Account	Account Title	FY 2025-26 Original	FY 2026-27 Rollover	FY 2026-27 Centrally Loaded Changes	FY 2026-27 Centrally Loaded Proposal	FY 2027-28 Rollover	FY 2027-28 Centrally Loaded Changes	FY 2027-28 Centrally Loaded Proposal	Centrally Loaded Comments	
PDR-ADM	PDR	ADM	ADM-AUTOMAINT	581710-Is-Purch-Centrl Shop-AutoMairt	232176	ADM Fleet Management	27500	ISCSF CENTRAL SHOPS FUND	10001625	ADFM Fleet Management	0001	Fleet Management Operations	10000	Operating	10000	Operating	486510	Exp Rec Fr Public Defender AAO	33,197	35,012	-	35,012	35,012	-	35,012		
PDR-ADM	PDR	ADM	ADM-AUTOMAINT	581710-Is-Purch-Centrl Shop-AutoMairt	232082	PDR Public Defender	10000	GF Annual Account Cntl	10001889	PD CRIMINAL DEFENSE - GF	0001	CRIMINAL DEFENSE - GF	10000	Operating	10000	Operating	561710	Is-Purch-Centrl Shop-AutoMairt	(33,197)	(35,012)	-	(35,012)	(35,012)	-	(35,012)		
PDR-ADM	PDR	ADM	ADM-FUEL	581740-Is-Purch-Centrl Shop-FuelStock	232176	ADM Fleet Management	27500	ISCSF CENTRAL SHOPS FUND	10001625	ADFM Fleet Management	0001	Fleet Management Operations	10000	Operating	10000	Operating	486510	Exp Rec Fr Public Defender AAO	7,778	8,139	-	8,139	8,139	-	8,139		
PDR-ADM	PDR	ADM	ADM-FUEL	581740-Is-Purch-Centrl Shop-FuelStock	232082	PDR Public Defender	10000	GF Annual Account Cntl	10001889	PD CRIMINAL DEFENSE - GF	0001	CRIMINAL DEFENSE - GF	10000	Operating	10000	Operating	561740	Is-Purch-Centrl Shop-FuelStock	(7,778)	(8,139)	-	(8,139)	(8,139)	-	(8,139)		
PDR-ADM	PDR	ADM	ADM-OCA	581750-GF-Purch-General Office	232177	ADM OCA - Procurement	10060	GF Work Order	10003969	ADCA Contract Administration	0001	OCA Operations	10002	Interdepartmental-Overhead	10002	Interdepartmental-Overhead	486510	Exp Rec Fr Public Defender AAO	62,123	64,969	-	64,969	64,969	-	64,969		
PDR-ADM	PDR	ADM	ADM-OCA	581750-GF-Purch-General Office	232082	PDR Public Defender	10000	GF Annual Account Cntl	10001889	PD CRIMINAL DEFENSE - GF	0001	CRIMINAL DEFENSE - GF	10000	Operating	10000	Operating	561750	GF-Purch-General Office	(62,123)	(64,969)	-	(64,969)	(64,969)	-	(64,969)		
PDR-ADM	PDR	ADM	ADM-RENT-REALESTATE	581860-GF-Rent Paid To Real Estate	228875	ADM Real Estate Division	14300	SR Real Property	10001302	ADRE Real Estate Operations	0021	Rent Recoveries	17378	Real Estate Real Property Fund	17378	Real Estate Real Property Fund	486510	Exp Rec Fr Public Defender AAO	1,438,714	1,500,103	-	1,500,103	1,500,103	-	1,500,103		
PDR-ADM	PDR	ADM	ADM-RENT-REALESTATE	581860-GF-Rent Paid To Real Estate	232082	PDR Public Defender	10000	GF Annual Account Cntl	10001889	PD CRIMINAL DEFENSE - GF	0001	CRIMINAL DEFENSE - GF	10000	Operating	10000	Operating	561860	GF-Rent Paid To Real Estate	(1,438,714)	(1,500,103)	-	(1,500,103)	(1,500,103)	-	(1,500,103)		
PDR-ADM	PDR	ADM	ADM-REPRO	581820-Is-Purch-Reproduction	228880	ADM ReproMail	26310	ISDSS REPRODUCTION FUND	10003988	ADRP Regional	0001	Regional Operations	10000	Operating	10000	Operating	486510	Exp Rec Fr Public Defender AAO	9,941	10,087	-	10,087	10,087	-	10,087		
PDR-ADM	PDR	ADM	ADM-REPRO	581820-Is-Purch-Reproduction	232082	PDR Public Defender	10000	GF Annual Account Cntl	10001889	PD CRIMINAL DEFENSE - GF	0001	CRIMINAL DEFENSE - GF	10000	Operating	10000	Operating	561820	Is-Purch-Reproduction	(9,941)	(10,087)	-	(10,087)	(10,087)	-	(10,087)		
PDR-HRD	PDR	HRD	HRD-DIVERSITY-EQUITY	581016-HR-Diversity Equity Inclusion	232029	HRD Workforce Development	10000	GF Annual Account Cntl	10002843	HR Workforce Development	0002	Diversity Equity Inclusion	10000	Operating	10000	Operating	486510	Exp Rec Fr Public Defender AAO	4,824	5,017	-	5,017	5,017	-	5,017		
PDR-HRD	PDR	HRD	HRD-DIVERSITY-EQUITY	581016-HR-Diversity Equity Inclusion	232082	PDR Public Defender	10000	GF Annual Account Cntl	10001889	PD CRIMINAL DEFENSE - GF	0001	CRIMINAL DEFENSE - GF	10000	Operating	10000	Operating	561016	Diversity Equity Inclusion	(4,824)	(5,017)	-	(5,017)	(5,017)	-	(5,017)		
PDR-HRD	PDR	HRD	HRD-EEQ	581430-GF-HR-Equal Emplmnt Opportunt	232023	HRD Equal Emplmnt Opportunity	10000	GF Annual Account Cntl	10002842	HR Administration	0001	HR Administration	10000	Operating	10000	Operating	486510	Exp Rec Fr Public Defender AAO	-	-	-	-	-	-	-	-	
PDR-HRD	PDR	HRD	HRD-EEQ	581430-GF-HR-Equal Emplmnt Opportunt	232023	HRD Equal Emplmnt Opportunity	10000	GF Annual Account Cntl	10042095	HRD EEQ and Leave Programs	0001	Program Management	10000	Operating	10000	Operating	486510	Exp Rec Fr Public Defender AAO	54,549	56,187	-	56,187	56,187	-	56,187		
PDR-HRD	PDR	HRD	HRD-EEQ	581430-GF-HR-Equal Emplmnt Opportunt	232082	PDR Public Defender	10000	GF Annual Account Cntl	10001889	PD CRIMINAL DEFENSE - GF	0001	CRIMINAL DEFENSE - GF	10000	Operating	10000	Operating	561430	GF-HR-Equal Emplmnt Opportunt	(54,549)	(56,187)	-	(56,187)	(56,187)	-	(56,187)		
PDR-HRD	PDR	HRD	HRD-EMPLOYMENTSERVICES	581470-GF-Employment Services	232025	HRD Employment Services	10000	GF Annual Account Cntl	10002842	HR Administration	0001	HR Administration	10000	Operating	10000	Operating	486510	Exp Rec Fr Public Defender AAO	-	-	-	-	-	-	-	-	
PDR-HRD	PDR	HRD	HRD-EMPLOYMENTSERVICES	581470-GF-Employment Services	232025	HRD Employment Services	10000	GF Annual Account Cntl	10042097	HRD Employment Services	0001	Program Management	10000	Operating	10000	Operating	486510	Exp Rec Fr Public Defender AAO	62,985	66,540	-	66,540	66,540	-	66,540		
PDR-HRD	PDR	HRD	HRD-EMPLOYMENTSERVICES	581470-GF-Employment Services	232082	PDR Public Defender	10000	GF Annual Account Cntl	10001889	PD CRIMINAL DEFENSE - GF	0001	CRIMINAL DEFENSE - GF	10000	Operating	10000	Operating	561470	GF-HR-EMPLOYMENTSERVICES	(62,985)	(66,540)	-	(66,540)	(66,540)	-	(66,540)		
PDR-HRD	PDR	HRD	HRD-HR-MODERNIZATION	581015-HR-Modernization	232022	HRD Administration	10020	GF Continuing Authority Cntl	10003390	HIRING MODERNIZATION	0001	Hiring Modernization	20357	HIRING MODERNIZATION	20357	HIRING MODERNIZATION	486510	Exp Rec Fr Public Defender AAO	-	-	-	-	-	-	-	-	
PDR-HRD	PDR	HRD	HRD-HR-MODERNIZATION	581015-HR-Modernization	232022	HRD Administration	10020	GF Continuing Authority Cntl	10041064	HRD Systems and Analytics	0001	HRD Systems and Analytics	20357	HIRING MODERNIZATION	20357	HIRING MODERNIZATION	486510	Exp Rec Fr Public Defender AAO	13,342	13,995	-	13,995	13,995	-	13,995		
PDR-HRD	PDR	HRD	HRD-HR-MODERNIZATION	581015-HR-Modernization	232082	PDR Public Defender	10000	GF Annual Account Cntl	10001889	PD CRIMINAL DEFENSE - GF	0001	CRIMINAL DEFENSE - GF	10000	Operating	10000	Operating	561015	Human Resources Modernization	(13,342)	(13,995)	-	(13,995)	(13,995)	-	(13,995)		
PDR-HRD	PDR	HRD	HRD-WORKERSCOMPLAMS	581460-GF-HR-Workers' Comp Claims	232027	HRD Workers Compensation	12460	SR Workers' Compensation	10002842	HR Administration	0001	HR Administration	10000	Operating	10000	Operating	486510	Exp Rec Fr Public Defender AAO	55,000	68,000	-	68,000	68,000	-	68,000		
PDR-HRD	PDR	HRD	HRD-WORKERSCOMPLAMS	581460-GF-HR-Workers' Comp Claims	232082	PDR Public Defender	10000	GF Annual Account Cntl	10001889	PD CRIMINAL DEFENSE - GF	0001	CRIMINAL DEFENSE - GF	10000	Operating	10000	Operating	561460	GF-HR-Workers' Comp Claims	(55,000)	(68,000)	-	(68,000)	(68,000)	-	(68,000)		
PDR-PUC	PDR	PUC	PUC-POWER	581051-GF-PUC-Light Heat & Power	298950	HHP9007 Light Heat & Power	24970	HHP Op Annual Account Cntl	10029992	UH Administration HHP	0025	GLISE Rate Electricity Sales	10000	Operating	10000	Operating	486510	Exp Rec Fr Public Defender AAO	3,728	4,239	-	4,239	4,239	-	4,239		
PDR-PUC	PDR	PUC	PUC-POWER	581051-GF-PUC-Light Heat & Power	232082	PDR Public Defender	10000	GF Annual Account Cntl	10001889	PD CRIMINAL DEFENSE - GF	0001	CRIMINAL DEFENSE - GF	10000	Operating	10000	Operating	561051	GF-PUC-Light Heat & Power	(3,728)	(4,239)	-	(4,239)	(4,239)	-	(4,239)		
PDR-TIS	PDR	TIS	TIS-TECHCONTRACTS	581325-DT Enterprise Tech Contracts	210699	DT Adm ELA Pass-Rtu	28070	ISTIF Annual Authority Cntl	10004810	DT INTERDEPARTMENTAL SERV	0008	EAs - Adobe -01	17608	DI Work Order Projects	17608	DI Work Order Projects	486510	Exp Rec Fr Public Defender AAO	2,307	2,307	-	2,307	2,307	-	2,307		
PDR-TIS	PDR	TIS	TIS-TECHCONTRACTS	581325-DT Enterprise Tech Contracts	210699	DT Adm ELA Pass-Rtu	28070	ISTIF Annual Authority Cntl	10004810	DT INTERDEPARTMENTAL SERV	0018	EAs - Microsoft	17608	DI Work Order Projects	17608	DI Work Order Projects	486510	Exp Rec Fr Public Defender AAO	96,135	105,749	-	105,749	105,749	-	105,749		
PDR-TIS	PDR	TIS	TIS-TECHCONTRACTS	581325-DT Enterprise Tech Contracts	210699	DT Adm ELA Pass-Rtu	28070	ISTIF Annual Authority Cntl	10004810	DT INTERDEPARTMENTAL SERV	0022	EAs - VMware	17608	DI Work Order Projects	17608	DI Work Order Projects	486510	Exp Rec Fr Public Defender AAO	12,466	12,466	-	12,466	12,466	-	12,466		
PDR-TIS	PDR	TIS	TIS-TECHCONTRACTS	581325-DT Enterprise Tech Contracts	232082	PDR Public Defender	10000	GF Annual Account Cntl	10001889	PD CRIMINAL DEFENSE - GF	0001	CRIMINAL DEFENSE - GF	10000	Operating	10000	Operating	561325	DT Enterprise Tech Contracts	(110,908)	(120,522)	-	(120,522)	(120,522)	-	(120,522)		
PDR-TIS	PDR	TIS	TIS-TECHINFRASTRUCTURE	581210-DT Technology Infrastructure	232341	DT Adm Administration	28070	ISTIF Annual Authority Cntl	10004777	DT DI Operating Master Project	0001	DT Operating Master Project	17582	DT DI Operating Master Project	17582	DT DI Operating Master Project	486510	Exp Rec Fr Public Defender AAO	612,624	656,639	(48,858)	607,781	656,639	(48,858)	607,781		
PDR-TIS	PDR	TIS	TIS-TECHINFRASTRUCTURE	581210-DT Technology Infrastructure	232082	PDR Public Defender	10000	GF Annual Account Cntl	10001889	PD CRIMINAL DEFENSE - GF	0001	CRIMINAL DEFENSE - GF	10000	Operating	10000	Operating	561210	DT Technology Infrastructure	(612,624)	(656,639)	48,858	607,781	656,639	48,858	607,781		
PDR-TIS	PDR	TIS	TIS-TELECOMSVCS	581360-DT Telecommunications Services	207917	DT Adm Telephone Billing	28100	ISTIF NON PROJECT CONTROLLED	10004777	DT DI Operating Master Project	0001	DT Operating Master Project	10000	Operating	10000	Operating	486510	Exp Rec Fr Public Defender AAO	107,329	107,329	-	107,329	107,329	-	107,329		
PDR-TIS	PDR	TIS	TIS-TELECOMSVCS	581360-DT Telecommunications Services	232082	PDR Public Defender	10000	GF Annual Account Cntl	10001889	PD CRIMINAL DEFENSE - GF	0001	CRIMINAL DEFENSE - GF	10000	Operating	10000	Operating	561360	DT Telecommunications Services	(107,329)	(107,329)	-	(107,329)	(107,329)	-	(107,329)		



# Office of the Public Defender Budget and Strategic Public Defense Plan FY 2026 – 2028



## TABLE OF CONTENTS

1. Introduction.....	<b>2</b>
2. Office Overview.....	<b>3</b>
3. Budget Overview and Continued Call for Parity.....	<b>6</b>
4. Ensuring Constitutional Rights: Necessary Staffing and Resource Allocation.....	<b>8</b>
A. Addressing Critical Operation Gaps and Administrative Functions.....	<b>8</b>
i. Request to Increase Budget for MAA MOU Required Reimbursement of Bar Dues.....	<b>8</b>
ii. Request for Leveling the Technological Playing Field – Funding AI and Transcription .....	<b>9</b>
iii. Request for Essential Administrative and Operational Substitutions.....	<b>10</b>
iv. Request for Strategic Infrastructure Support Staff.....	<b>16</b>
B. Maintain and Reassigning Positions to Address Cuts to Freedom Project/Post Conviction and Clean Slate Units.....	<b>19</b>
i. Request for a Freedom Project-Post Conviction Attorney and Paralegal due to state budget cuts .....	<b>19</b>
ii. Request to Maintain Clean Slate staffing for paralegals and a clerk.....	<b>20</b>
C. Ensuring Constitutional Public Defense: Staffing Needs Based on National Workload Standards and Rising Workload Crisis.....	<b>22</b>
i. Request to convert 5 limited-term Positions to permanent status.....	<b>26</b>
ii. Request for 8 Additional Attorneys-Addressing Constitutional Crisis and Unavailability .....	<b>26</b>
iii. Request for 3 Paralegals.....	<b>29</b>
iv. Request for 3 Social Workers .....	<b>29</b>
v. Request for 5 Investigators, 6 City vehicles and 2 parking permits.....	<b>29</b>
vi. Request for 3 Legal Processing Clerks.....	<b>30</b>
5. Be the Jury.....	<b>32</b>
6. Conclusion.....	<b>33</b>

## 1. Introduction – A Constitutional Imperative: Justice, Compassion, and Community Safety

The Sixth Amendment to the United States Constitution guarantees every person accused of a crime the right to a fair trial, including the right to legal counsel. Applied to the states through the Fourteenth Amendment, this is not merely a departmental responsibility of the Public Defender's Office—it is a constitutional obligation that the City and County of San Francisco must fulfill. When we fail to adequately fund public defense, we do not simply underfund one department among many; we directly violate the constitutional rights of our most vulnerable residents and expose the City to significant legal and financial liability.

The San Francisco Public Defender's Office stands at the intersection of justice, compassion, and community safety, serving as the crucial lifeline for our City's most vulnerable residents. Every day, our dedicated team provides expert legal representation across criminal, juvenile, mental health, and immigration cases. Our clients are predominantly people of color, uniformly low-income, and often struggling with complex needs including homelessness, housing insecurity, food scarcity, trauma, and mental health or substance use challenges. We remain steadfastly committed to fiercely defending them in the courtroom, fulfilling our constitutional mandate, and ensuring equal access to justice.

Nevertheless, our caseloads and workloads are sharply rising, already well above standards set in the recently-published National Public Defense Workload Study<sup>1</sup>, a report commissioned by the California Legislature and conducted by the Deason Center at SMU Law School on "California Public Defense Workloads and Staffing"<sup>2</sup>, and those of other Bay Area public defender offices.

**Beginning the week of May 5, 2025, due overload, our Office was forced to take the extraordinary and ethically mandated step of declaring unavailability to accept appointments in some misdemeanor and felony cases to address excessive workloads and comply with governing legal and ethical obligations.**

The American Bar Association Formal Opinion 06-441<sup>3</sup> explicitly provides that public defenders have an ethical obligation to decline new cases when workload interferes with competent representation. This is not an isolated crisis—multiple California public defender offices, including Alameda, Los Angeles, Sacramento, San Joaquin, Solano, and Shasta Counties, have declared unavailability in the last two years due to excessive caseloads, demonstrating this is a systemic issue demanding urgent attention. Washington State's Supreme Court recently adopted new caseload standards capping felony and misdemeanor credits per attorney, recognizing nationally that current workloads compromise effective representation.

While declaring unavailability was necessary to preserve ethical compliance, it creates significant consequences. When our Office cannot accept cases, they must be referred to the

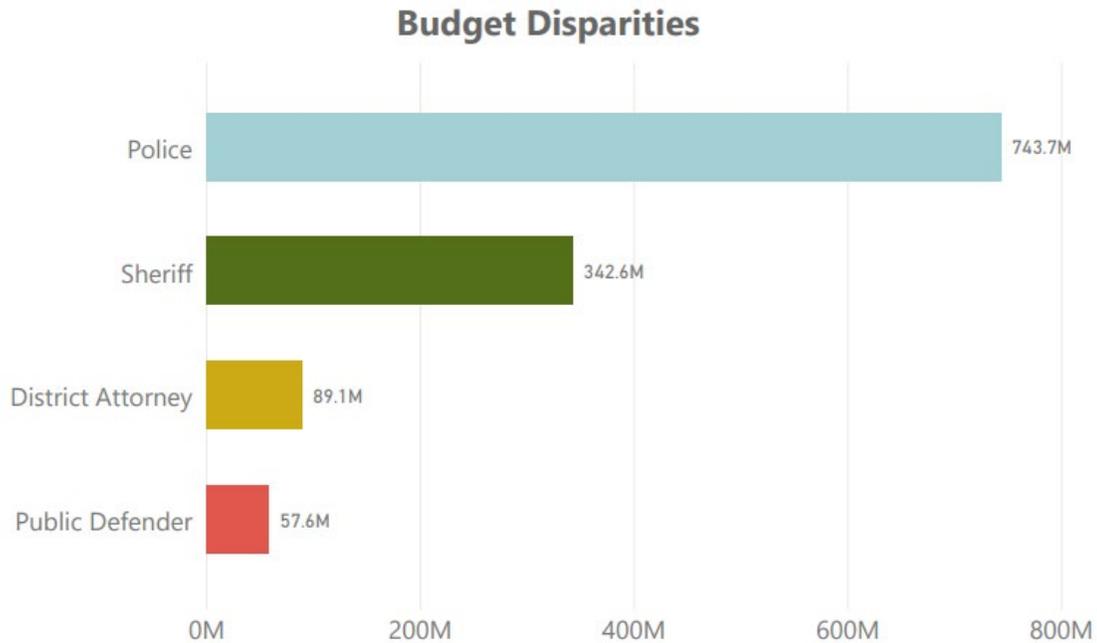
---

<sup>1</sup> See [https://www.rand.org/pubs/research\\_reports/RRA2559-1.html](https://www.rand.org/pubs/research_reports/RRA2559-1.html). The study was conducted by the [RAND Corporation](#); the [National Center for State Courts](#); the American Bar Association [Standing Committee on Legal Aid and Indigent Defense](#); and the [Law Office of Stuart Hanlon](#).

<sup>2</sup> <https://scholar.smu.edu/cgi/viewcontent.cgi?article=1018&context=deasoncenter>

<sup>3</sup> [ABA Formal Opinion 06-441](#)

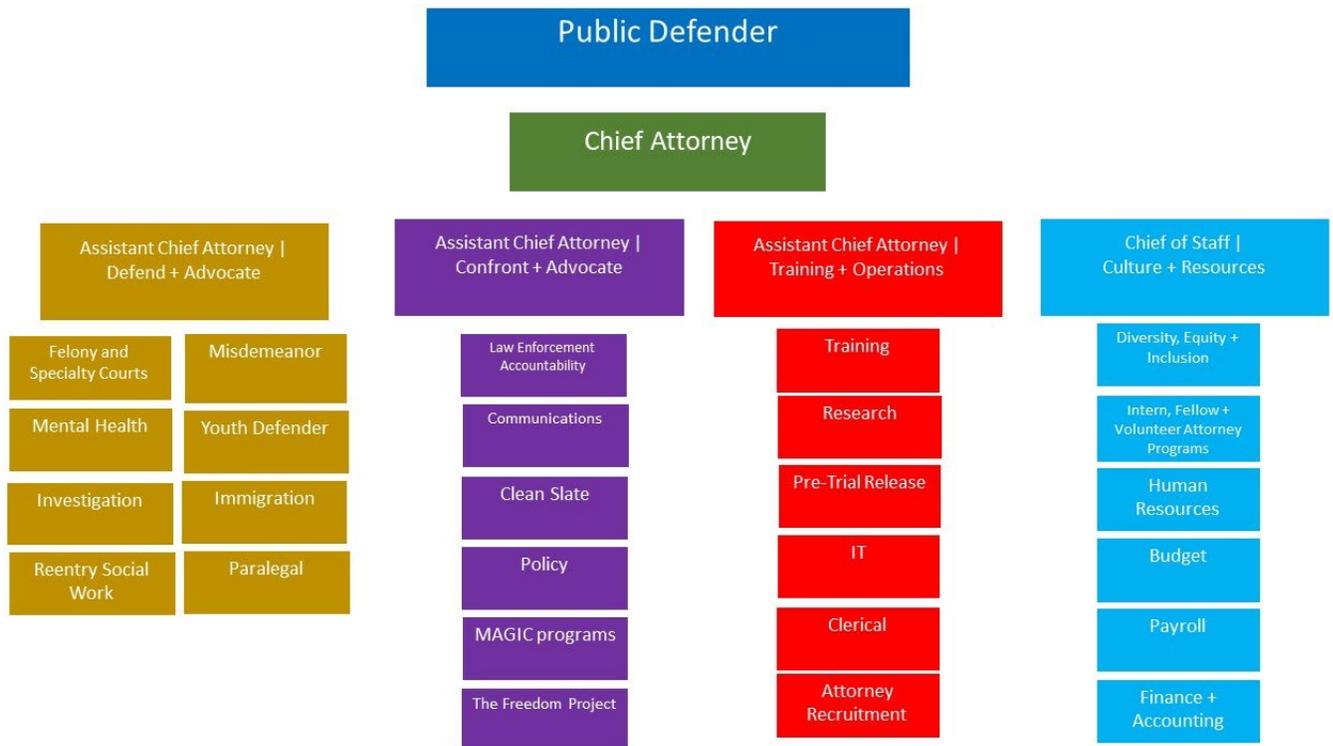
conflicts panel comprised of contracted private attorneys at a potentially higher cost to the City. Meanwhile, we operate on a general fund budget of \$57.6 million in FY 25-26 while opposing agencies with dramatically larger resources: the District Attorney at \$89.1 million, the Sheriff's Department at \$342.6 million, and the Police Department at \$743.7 million. These funding disparities touch every aspect of our operations—we have less office space and infrastructural support, fewer attorneys, paralegals, investigators, clerks, HR staff, and fewer City vehicles for investigation, all of which hinder our ability to provide the thorough and vigorous representation our clients deserve and the Constitution demands.



This budget narrative requests a necessary staffing and operational increase to meet the moment, ensure our clients' constitutional rights are safeguarded, and balance the scales of justice. **While we recognize the full scope of our staffing shortage cannot be addressed in a single budget cycle, we are asking the City to work collaboratively with us to begin closing this harmful gap.** Our Office stands ready to fulfill our constitutional mandate efficiently and effectively. We simply ask for the resources the Constitution requires us to have.

## 2. Office Overview

What started as an Office of only one attorney over one hundred years ago, our Office now proudly employs 253 dedicated attorneys, integral staff members, and provides legal representation and services to over 20,000 people per year. Our Office is divided into 22 units that span four divisions.



We are committed to fiercely defending our clients at all stages of criminal, juvenile, mental health, and immigration case proceedings.

- Our **Pre-Trial Release Unit** meets with clients within hours of these individuals being booked into the San Francisco County Jail. We start investigating the facts and circumstances of our clients' arrest, builds a robust case for release from jail, and through our innovative "End the Cycle" program, work to connect vulnerable clients who cycle in and out of jail on to treatment, housing, and services in the community.
- Our **Misdemeanor, Felony and Research Units**, and **Advocacy Teams**, comprised of attorneys, investigators, paralegals, and social workers, represent individuals in preliminary hearing and trial courtrooms, aggressively litigating and defending our clients at every stage. Our **Research** and **Training** Units provide our defense teams with litigation support to ensure we represent our clients at the highest level. Through persistent advocacy and litigation, these teams successfully fought the well-documented and lengthy trial delays that impacted our clients during the pandemic and ensured their constitutional right to a speedy trial would be honored.
- **The Mental Health Unit** represents clients with mental health disabilities in both civil and criminal proceedings including at all stages of the involuntary treatment commitment process pursuant to Lanterman-Petris-Short Act. This Unit also advocates for the client's best interest within court-ordered treatment programs such as Assisted Outpatient Treatment, Housing Conservatorships, community-based conservatorship programs.
- Formed in response to the Trump administration's threats of mass deportations in 2016, our **Immigration Unit** represents non-citizens and longtime community members – many of

whom are locked in ICE detention facilities and facing deportation. The Unit also works closely with our felony and misdemeanor teams to avert the collateral consequences that can stem from criminal convictions.

Our tenacious legal advocacy in the courtroom is coupled with the understanding that, for many of our indigent clients, their criminal case may not be the only issue they face. Through various units, programs, and initiatives, we aim to address the root causes of system-involvement to reduce future contacts with the system and to seek long-term solutions for our clients.

- Our **Specialty Court team** advocates for clients to participate in Mental Health Diversion, Behavioral Health Court, the Community Justice Center, Drug Court, Young Adult Court, and Veterans' Court.
- Our **Clean Slate Unit** expunges and clears clients' criminal records, removing barriers to employment, housing, and education. The unit also partners with community-based organizations to hold monthly community clinics in underserved neighborhoods throughout San Francisco.
- Our **Reentry Social Work Unit** connects clients to services, including mental health and/or substance use treatment, housing, employment, education, and other support in the community. They are also the liaison for our **College Pathway Project**, a partnership with San Francisco State University's Project Rebound and City College of San Francisco's New Directions programs to expand opportunities for current and former Public Defender clients to attend college.
- The **Freedom Project (TFP)** seeks the release or resentencing for people who have been punished under laws that disproportionately sentence poor people and Black, Indigenous, and People of Color (BIPOC) to longer terms in state prison. TFP is dedicated to decarceration, successful reentry, and post-conviction systemic change.

We are also committed to our youth and their future.

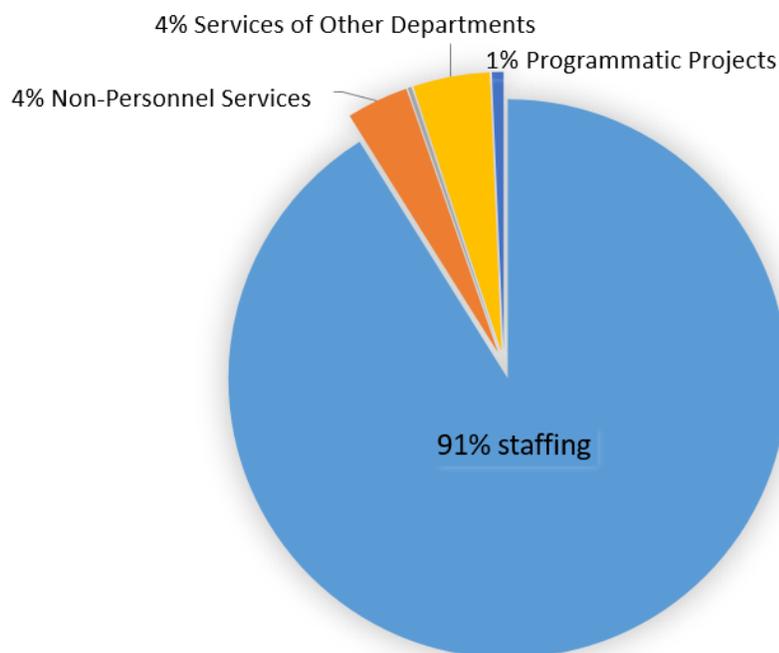
- Our **Youth Defender Unit** fights on behalf of San Francisco's youth, disrupting the school-to-prison pipeline by supporting the legal and collateral needs of youth in the Juvenile Court and providing these young people with intensive reentry planning, case management services, and school expungement counsel.
- In collaboration with City agencies and community-based organizations, our **MAGIC** (Mobilization for Adolescent Growth in our Communities) programs (including BMAGIC and Mo'MAGIC) provide educational, recreational, and health support, resources, and opportunities to thousands of youth and families in the Bayview and Fillmore/Western Addition.
- Our **Young Defenders** program – a partnership between the San Francisco Human Rights Commission, Teachers for Social Justice, and Opportunities for All – offers paid summer internship opportunities to local high school students so they can learn about the criminal legal system through the lens of public defense, reflecting our investment in youth, community education and empowerment.

Our steadfast commitment to our clients, proximity to the challenges they face inside and outside the courtroom, and knowledge of all aspects of the criminal legal system enable us to advocate for long-term systemic solutions.

- Our **Policy Team** presses for changes in local and state laws that negatively impact our clients and their communities, and strategically advocates for substantive, measurable improvements in legislative, court, police, and corrections policies and programs to address injustices and inequities in the system and to expand opportunities and positive collaboration.
- Our **Communications** team raises awareness through public outreach, media education, and community-building with the goal of helping the public understand how the criminal legal system works and the role of public defenders, and to share information on programs and opportunities available to our clients and their families.
- Our **Integrity Unit** holds criminal legal system actors—police, sheriff, prosecution, probation, and parole—accountable through data tracking and analysis, misconduct complaints, and trial support, such as drafting Pitches and Brady motions. The unit created the award-winning CopMonitor SF, a public database tracking police, sheriff, and government records for victims' families, activists, advocates, attorneys, officials, and journalists.

As a result of our innovative programs and advocacy, we have been recognized state and nationwide as a model of public defense, winning awards and recognition from the American Bar Association, the National Association of Criminal Defense Lawyers, the National Legal Aid and Defenders Association, the Mayor’s Fiscal Advisory Committee, the California Public Defenders Association, San Francisco La Raza Lawyers Association, and Davis Vanguard.

### 3. Budget Overview and Continued Call for Parity



We continue to be underfunded while working with a lean operational budget: 91% of our total general fund operating budget pays the salaries and fringe benefits of attorneys and staff members. **Ninety-three percent of our budgeted personnel resources are dedicated to representing individuals in felony, misdemeanor, juvenile, mental health, and immigration cases.**

Other expenses include: 4% for inter-department services, including building leases for our main office at 555 7<sup>th</sup> Street (near the courthouse at 850 Bryant Street), IT services, telecommunications, workers' compensation, and mail services; 4% for non-personal services such as consulting with and retaining expert witnesses, training, legal research tools, and building leases for 3 sites (our Mental Health Unit, our MAGIC-Bayview Office, and new Immigration Unit Office).

**Our Office has continued to make a concerted effort to enlist alternative cost-saving approaches such as optimizing operational processes, reducing non-essential spending, reviewing and renegotiating vendor contracts, and exploring new revenue streams.** We enhanced service capacity through strategic staffing adjustments by making managerial changes to add attorneys to the Felony rotation and shifting existing paralegals and social workers to the Misdemeanor Unit to meet rising caseload demands. We also converted an existing position to a Medical Social Worker role to better address client needs within our Mental Health Unit, providing a continuum of care for residents with severe substance abuse and mental health challenges.

Over the last few years, we have made efforts to acquire funding outside of the City's general fund to support our valuable initiatives and programs. Currently, we have 5 grants totaling \$6.8 million – 3 private and 3 state-funded – spanning FY26-29. This external funding supports our Clean Slate Unit, Immigration Unit and the Post-Conviction Unit (The Freedom Project), and has enabled us to acquire eleven 1.0 FTEs. However, as detailed below one state-funded grant is set to expire at the end of this fiscal year (FY25-26) impacting 1 vital position within the Post-Conviction Unit.

### ***Call for Budget Parity***

Although every person accused of a crime is presumed innocent, San Francisco's criminal legal system, in practice, operates as if it presumes guilt, as reflected by its current and historic funding allocations. The Public Defender's current budget is 60% of the District Attorney's Office budget, despite representing 80% of individuals charged by the District Attorney and the fact that the police essentially function as an investigatory wing for the prosecution. The budget disparity extends even further when compared to other criminal justice agencies: the Public Defender's budget is approximately six times less than the Sheriff's Department and fourteen times less than the Police Department. Most strikingly, the Public Defender's budget represents only 4.3% of the combined budgets of the Police, Sheriff, District Attorney, Probation and Superior Court.

The Public Defender represents approximately 84% of indigent clients and approximately 80% of all criminal defendants in San Francisco. The office also provides representation in immigration cases against federal agencies and is appointed by the Court in mental health conservatorship cases against the City Attorney, not the District Attorney.

To reach even 80% of the District Attorney's funding level, the Public Defender would require approximately \$20 million in additional resources. This imbalance is unsustainable given the Public Defender's substantial share of the City's criminal caseload and undermines the constitutional promise of equal justice under law.

#### **4. Ensuring Constitutional Rights: Necessary Staffing and Resource Allocation**

Due to all the reasons listed in the introduction, our budget needs to be addressed in order to maintain our high level of public defense. Our budget requests are outlined below, divided into three parts: (a) addressing critical infrastructure, administrative and operational gaps, (b) maintaining and reassigning positions to address cuts to Freedom Project/Post Conviction and Clean Slate Units (c) ensuring Constitutional public defense: staffing needs based on National Workload standards and rising workload crisis.

##### **A. Addressing Critical Operation Gaps and Administrative Functions**

As described herein, we have been severely underfunded compared to other agencies within the criminal legal system. Providing zealous representation also requires having adequate infrastructural support – including operational services, programmatic funding, current and modern operational tools and sufficient administrative staff to defend our clients at the highest level.

##### **i. Request to Increase Budget for MAA MOU Required Reimbursement of Bar Dues: \$30,000 FY26-27/\$30,000 FY27-28**

We currently employ 129 California-licensed attorneys, representing a significant increase in our staffing levels that our existing non-personnel budget was not designed to accommodate. The State Bar of California has also implemented regular fee increases, further straining our allocated resources. These are not discretionary expenses but contractual obligations that we must fulfill to maintain our attorneys' professional licenses and ensure their continued ability to practice law on behalf of our clients.

The Municipal Attorneys Association (MAA) III.R. Professional Services Reimbursement provision<sup>4</sup> requires the City to bear the full cost of California State Bar dues plus one Section Membership or comparable legal organization membership (up to \$250 per year) for each represented attorney, in addition to covering professional business expenses and course tuition.

More than 92% of our total general fund operating budget pays the salaries and fringe benefits of attorneys and staff members. While our personnel budget has increased over the years, our non-personnel budget has remained the same for some years with a nominal increase this current fiscal year, as shown below.

---

<sup>4</sup> [MAA MOU](#)

	2018	2019	2020	2021	2022	2023	2024	2025	2026
<b>PDR Non-Personnel Budget</b>	1,219,172	1,174,172	1,220, 792	1,192,672	1,220, 792	1,184,672	1,184,672	1,184,672	1,592,672

Failing to adequately fund these mandatory reimbursements creates several critical concerns. First, it places our office in direct violation of our collective bargaining agreement, exposing the City to potential grievances and labor disputes. Second, it compromises our ability to attract and retain qualified legal talent in an increasingly competitive market where professional development support is a standard expectation. Third, inadequate funding for continuing legal education and professional memberships directly impacts the quality of representation we can provide to San Francisco residents who depend on our services.

**Therefore, we are requesting an annual increase of \$30,000 to our non-personnel budget to ensure full compliance with our contractual obligations and maintain the professional standards our community deserves.**

**ii. Request for Leveling the Technological Playing Field – Funding AI and Transcription Services: \$64,000 FY26-27/ \$70,400 FY27-28**

Justice should not move at two speeds—fast for prosecution, painfully slow for defense. Currently, prosecutors benefit from advanced AI-powered platforms like Evidence.com while Public Defenders remain mired in costly hours of manual transcription. Modern transcription technology can process hours of body-worn camera footage, jail calls, and interrogation videos in minutes, delivering significant time savings. These tools synchronize timestamped transcripts with video, enable instant clip creation, and support searchable text, allowing attorneys to locate key evidence with precision.

Advanced transcription tools now offer AI-generated summaries and intuitive search functions that make locating key moments across hours of recordings effortless. Attorneys can work directly within transcript-linked editors to clip and redact sensitive sections, highlight critical passages, collaborate in real time, and produce polished video exhibits with a single click. These features dramatically cut down the time spent combing through evidence and transcripts, allowing attorneys to redirect their energy toward building strong case strategies instead of performing tedious administrative tasks.

The consequences are significant. In 2025, our office handled 214 trials requiring extensive audio and video review. One case alone involved over 90 hours of body camera footage—equivalent to more than two full work weeks of transcription. In another, thousands of jail calls were delivered to defense counsel right before trial. While prosecutors have immediate access to searchable transcripts and AI-generated summaries, our attorneys spend countless hours manually reviewing recordings and often wait weeks for written transcripts. These are hours that should be devoted to developing defense strategies, interviewing witnesses, and preparing for trial. Every delay means a client potentially spends days needlessly incarcerated.

Our current transcript and transcription budget of \$88,000 annually is woefully inadequate. In FY 24-25, actual costs reached \$130,000, forcing us to raid surplus funds. FY 25-26 costs are projected at \$120,000. These escalating expenses reflect mushrooming caseloads and sharp increases in litigation, contested hearings, and jury trials. California Rule of Court 2.1040 requires typewritten transcripts with page and line numbers for all audio evidence presented in court—a time and labor-intensive process we currently outsource at significant cost.

A \$64,000 annual investment in AI transcription services would transform our capacity to serve justice by converting hundreds of hours of recordings into searchable text instantly, enabling rapid identification of witness inconsistencies, producing court-admissible transcripts efficiently, and allowing attorneys to focus on case strategy rather than administrative tasks.

This is not merely a technology request—it is a fundamental question of equal justice. **A modest investment of \$64,000 means our office can keep pace with major changes in technological innovation, uphold due process, and the constitutional promise of equal justice under law becomes reality rather than rhetoric.**

**iii. Request for Essential Administrative and Operational Substitutions:  
\$222,078 FY26-27/ \$233,023 FY27-28**

Non-attorney staff are the engine of our Office and ensure that the City saves cost by not paying attorneys (8177s) to perform work that can – and should – be done by those in less costly job classifications who still have the qualified specialization and experience. **We are requesting funding to enable our Office to recruit, hire, retain, and promote exceptional staff and managers to implement our mission, vision, and values.** Furthermore, these requests are intimately tied to our commitment to addressing racial equity and implementing the City’s Racial Equity Plan – both for our clients who are disproportionately BIPOC and retaining and promoting BIPOC staff and leadership.

To that end, the Public Defender requests the following substitutions:

- 1) Substitute 1 Social Worker (2910) to 1 Court Alternative Specialist I (8446)
- 2) Substitute 1 Manager III (0931) to 1 Manager IV (0932 at Range B),
- 3) Substitute 1 Public Information Officer (1312) to 1 Public Relations Officer (1314 at step 4)
- 4) Substitute 1 Senior Account Clerk (1632) to 1 Principal Accountant Clerk (1634 at step 4)
- 5) Substitute 1 Senior Administrative Analyst (1823) to 1 Principal Administrative Analyst (1824 at step 4)
- 6) Substitute 1 Court Alternative Specialist I (8446) to Court Alternative Specialist II ( 8452 step 1)

**Substitution In Need of a Technical Adjustment**

The first listed position substitution received prior authorization from both the Department of Human Resources (DHR) and the Mayor’s Budget Office (MBO) through the standard request to fill [RTF] approval process. This position now requires formal documentation in the annual salary ordinance [ASO]. Documentation in the ASO aligns with City’s best practices for position management and formal inclusion maintains transparency and budget accuracy. Acknowledging

them as permanent approvals in the ASO ensures alignment between operational reality and official documentation.

**Permanently substituting a 2910 with a 8446: \$138,908 FY26-27/ \$143,075 FY27-28**

The San Francisco Public Defender's Youth Defender Unit is a nationally recognized model for holistic youth representation, employing an interdisciplinary approach that addresses the root causes driving young people into the justice system and stops the school-to-prison pipeline. Our team provides not just legal defense but comprehensive support including social services, educational advocacy, behavioral health resources, and reentry services for youth and their families.

The Court Alternative Specialist I (classification 8446) is essential to this mission. Under attorney supervision, this position interviews and evaluates client needs, prepares court reports, coordinates linkages to community-based organizations, conducts case management, assists with release motions and alternative sentencing proposals, and advocates directly in court and community settings. The role requires strong advocacy skills, familiarity with Bay Area community resources, excellent writing and communication abilities, and the capacity to work independently in high-stress environments while navigating complex juvenile justice systems.

The current citywide 2910 Social Worker classification no longer aligns with our office's specialized functions. Classification 2910 emphasizes preparing detailed budget requirements and authorizing financial assistance payments—functions our office social workers do not perform. **Of our 21 social worker positions, only 2 remain classified as 2910, creating operational inconsistency.**

This substitution was previously approved on July 15, 2022, and an incumbent has successfully performed 8446 duties since October 15, 2022. **Making this conversion and status change within the budget to permanent ensures classification consistency across our office and accurately reflects the specialized criminal justice work our Youth Defender Unit performs.**

Converting this position from 2910 to 8446 is not merely administrative housekeeping—it ensures our classifications match our nationally recognized mission of providing comprehensive, effective advocacy for San Francisco's justice-involved youth.

**New Substitutions Request**

The next five substitution requests (2-6) are needed in order to retain longstanding staff as well as remain competitive in continuing to attract highly qualified future City employees.

**Request to substitute a 0931 with a 0932: \$15,597 FY26-27/ \$16,868 FY27-28**

Currently, our Human Resources (HR) team includes just three employees: Manager III (0931), Personnel Technician (1203) and a Sr. HR Analyst (1244).

**We are requesting approval to substitute the current Manager III (0931) classification with a Manager IV (0932) position.** This is not simply a title change—it is a strategic necessity to address the increasingly complex and sophisticated personnel matters our department now

faces as we continue to grow and evolve. Without this upgrade, our ability to sustain operations and deliver quality services will be severely compromised.

With a staff of 250 employees, our Office requires a seasoned, highly skilled Human Resources Director who possesses deep knowledge of City processes, rules, and regulations, including the Civil Service Commission, the City Charter, and local, state, and federal laws. This position provides critical leadership and oversight of day-to-day HR operations, guiding and supporting the HR team across all functions: recruitment, assessment and testing, selection processes, classification, compensation, position management, employee development, discipline, labor relations, and EEO, disability, and leaves management. Without this leadership, these essential functions will falter, creating operational delays and compliance risks that could ripple across the organization.

The current incumbent in the 0931 role has been highly instrumental in managing the department's growth and complexity, successfully meeting shifting workforce development needs with limited resources. However, the scope and demands of the HR leadership role have expanded dramatically, warranting elevation to the 0932 level. This position will play a pivotal role in modernizing internal HR processes, eliminating unnecessary barriers, and introducing flexibility for hard-to-fill roles—all while preserving the integrity of the merit system. These improvements are essential for maintaining compliance and ensuring that we can effectively meet the needs of our clients and the City.

The higher-level classification will ensure our Office remains competitive and benefits from an experienced HR professional who is adept at navigating public sector personnel matters in a highly unionized environment. Retaining the current incumbent's institutional knowledge and leadership is critical. Failure to do so will jeopardize operational stability and derail strategic workforce initiatives.

**Therefore, the substitution of a Manager III (0931) classification with a Manager IV (0932) position is essential for the continued success and stability of our operations.**

**Request to substitute a 1312 with a 1314: \$13,055 FY26-27/ \$14,119 FY27-28**

We are seeking to elevate our current 1312 Public Information Officer (PIO) position to a 1314 Public Relations Officer (PRO) classification. This strategic adjustment reflects the evolving complexity of our communications needs and recognizes the exceptional contributions of our current staff member.

Our communications team is the smallest among comparable justice system agencies—just two staff members, compared to SFPD's nine, the District Attorney's three, and the Sheriff's three. Despite this, we delivered outstanding results in 2025:

- Responded to 270 press inquiries
- Drafted 136 social media posts to educate the public on our services and provide Know Your Rights information
- Coordinated multiple press conferences and community presentations, including a press conference to announce the expansion of a housing program for formerly incarcerated people to San Francisco
- Delivered weekly internal communications
- Managed numerous public records requests and website updates

Our current 1312 PIO has been instrumental in these achievements, having established our core communications infrastructure while serving as the sole communications staff member from 2019-2022. Our PIO has built robust media relationships resulting in balanced coverage of our 20,000+ annual cases. And the PIO has demonstrated leadership by managing multiple interns and executing complex public relations projects.

This substitution aligns with operational reality: our communications staff already share responsibilities across classifications due to high demand. The 1312 PIO regularly performs 1314-level duties, including:

- Strategic planning for community engagement and public education
- Public-facing representation of the Office
- Oversight of complex public relations projects
- Crisis communications management
- Development of comprehensive media strategies

In a media landscape where public safety dominates headlines and policy discussions, maintaining competitive communications capabilities is not just about public relations – it is about ensuring equal justice. This classification adjustment represents a cost-effective way to retain proven talent while acknowledging the sophisticated level of work already being performed. Elevating this position to 1314 ensures our office can continue delivering excellence in public engagement, transparency, and advocacy for the communities we serve.

**Request to substitute a 1632 with a 1634: \$10,200 FY26-27/ \$11,031 FY27-28 and substitute a 1823 with a 1824: \$20,749 FY26-27/ \$22,440 FY27-28**

The Public Defender's Office manages millions in public funds through a lean three-person finance team: one Senior Account Clerk (1632), one Senior Administrative Analyst (1823), and one Financial Systems Supervisor (1670).

The exponential growth of our department has created unprecedented demands on financial operations. While fiscal staff size has remained unchanged, technical complexity and workload volume have increased significantly. **Our department has expanded from 210 FTEs in FY21-22 to 253 FTEs in FY25-26—a 20% growth that compounds workload in both volume and complexity.** These three positions must manage this expansion while ensuring operational continuity, meaning sudden volume surges cannot compromise general operations. Unlike standard departmental growth, this expansion requires managing a wider array of new service contracts and work orders, each with specific contract rules adding significant analytical burden as positions ensure large-scale expenditures remain within budget while meeting immediate, high-pressure staff needs.

Financial operations have evolved from transactional processing to high-stakes fiscal management involving complex grant revenue streams, high-risk cash equivalents, intricate IT procurement compliance, federal revenue claiming, and sophisticated regulatory interpretation. The current 1632 and 1823 classifications no longer reflect the auditable, complex, and high-risk principal-level responsibilities required to sustain operations. Given our lean staffing model, substituting these positions to principal levels provides critical oversight and independence with

knowledge and authority to serve as backup, ensuring financial systems remain operational during staff absences.

These conversions represent strategic necessity to retain specialized expertise required to navigate San Francisco's increasingly complex procurement and fiscal landscape, ensuring the Public Defender's Office continues providing efficient, accountable service while managing growing operational demands.

### **1632 to 1634**

This position serves as our department's operational lead in Accounts Payable, functioning with exceptional independence and expertise far exceeding standard 1632 responsibilities. As the sole reviewer of all payment support requests submitted by legal staff, this position evaluates fiscal funding accuracy before processing over 2,000 vouchers and reimbursements annually—representing over 99% of the department's total transaction volume. Operating with extreme self-reliance, the incumbent manages the complete end-to-end lifecycle of financial requests, validates all documentation, and ensures strict adherence to weekly disbursement and check run deadlines while coordinating high-volume workflows under intense time pressure.

The scope of fiscal management extends well beyond routine processing. This position independently handles diverse and specialized financial streams including standard vendor payments, stipend payments, wire requests through TTX's portal for gift card payments, complex trust fund reconciliations, and serves as a critical Billing Official in our Purchase Credit Card program where spending activities are closely monitored to ensure compliance and timely payment. Successfully executing these varied responsibilities requires clear, consistent communication with diverse stakeholders—from internal legal staff unfamiliar with accounting procedures to external suppliers—demonstrating the advanced interpersonal and technical competencies expected at the 1634 level.

Beyond transactional execution, this position provides strategic analytical oversight essential for departmental decision-making. Through regular evaluation of internal log sheets and preparation of detailed balance reports for management, the incumbent delivers critical data supporting fiscal strategy. Complex operational problems are resolved through diligent research and sophisticated interpretation of existing policies, providing authoritative financial guidance that shapes departmental practices.

**The 1634 classification, not the 1632 classification, accurately reflects the advanced analytical skills, independent judgment, strategic oversight, and operational leadership this position consistently demonstrates.**

### **1823 to 1824**

This position has evolved significantly beyond standard 1823 responsibilities, now independently managing high-stakes fiscal operations requiring advanced analytical judgment and sophisticated regulatory interpretation. Under evolving City mandates, many existing purchases including subscriptions are now classified as complex IT Contracts, requiring the incumbent to independently navigate intricate Cybersecurity and Chapter 21 compliance frameworks while managing development of multi-year comprehensive service contracts and analyzing Term Contracts through interpretation of massive San Francisco Administrative codes.

The position serves as the designated officer responsible for overseeing our ongoing client gift card program, a critical function given that gift cards are cash-equivalent disbursements requiring the highest level of internal control and chain-of-custody protocols. This oversight demands meticulous attention and sophisticated risk management to protect the department from significant financial exposure associated with cash-equivalent transactions.

Additional permanent responsibilities have substantially increased operational complexity. The department's new Purchase Credit Card program adds a permanent layer of administrative oversight to ensure compliance with City Charter and Controller's Office regulations, requiring continuous monitoring and enforcement of financial controls. Most significantly, the position now directs our Federal MAA claiming process, interpreting complex federal guidelines to maximize General Fund offsets while ensuring all Time Studies and claiming documentation are meticulously prepared for annual Federal Single Audits where errors could result in substantial revenue loss.

The cumulative weight of these high-risk fiscal responsibilities—complex IT procurement compliance, cash-equivalent oversight, P-Card administration, and federal revenue claiming—demands the advanced analytical capabilities, independent judgment, and strategic risk management inherent to the 1824 classification. This conversion accurately reflects the position's evolved scope and critical importance to departmental fiscal integrity.

**Request to substitute a 8446 with a 8452: \$23,569 FY26-27/ \$25,490 FY27-28**

MAGIC Programs serves as a critical community convenor and connector founded by the SF Public Defender's Office to prevent young people in the Bayview and Fillmore communities from entering the criminal justice system. By bringing together trusted community-based service providers, MAGIC creates the backbone infrastructure for developing and implementing initiatives that advance education, health, and economic mobility for disadvantaged families.

**This position functions far beyond the 8446 classification, exercising principal-level leadership and supervision that aligns with 8452 responsibilities.** Under general supervision of the Executive Director, the incumbent carries out extensive leadership and administrative activities across four critical domains: administrative operations, program development, capacity building, and fundraising. The position independently develops and institutionalizes organizational systems, supervises and coordinates schedules and work plans of subordinates, and oversees all logistics for meetings, trainings, and events while maintaining regular communication with government agencies and community-based organizations.

The scope of program development responsibilities demonstrates senior-level strategic judgment. The incumbent applies policies and promising practices while building internal and external teams, resolving conflicts, and forging coalition partnerships. This includes formalizing programs with clear objectives and measurable outcomes, conducting program evaluations, and making programmatic improvements and redesigns. The position organizes, funds, and executes flagship community events including the annual Back to School Celebration and Backpack Giveaway while producing biannual community resource guides.

Capacity building functions reveal the principal-level autonomy and expertise required. The incumbent expands staffing structures by writing job descriptions, recruiting and screening candidates, interviewing applicants, and professionally developing and evaluating subordinates. The position identifies and designs community-based participatory research projects, co-

designs professional development opportunities for collaborative partners across city agencies and community organizations, provides community consultancy services including advising on joint program planning and evaluation, and intentionally recruits agencies serving diverse populations including African American, Asian and Pacific Islander, Latino, and LGBTQI communities. Additionally, the incumbent engages in advocacy and public policy discussions impacting vulnerable populations including foster youth, incarcerated individuals, and low-income residents.

The position's fundraising responsibilities further demonstrate senior-level operational independence, including collecting in-kind donations, preparing gift acknowledgement correspondence, and supporting fiscal stewardship through monthly oversight and financial reporting coordination with fiscal sponsors.

Converting this position to 8452 accurately reflects the principal-level supervision, strategic program leadership, community coalition building, and independent decision-making authority essential to MAGIC's mission of preventing youth involvement in the criminal justice system and building community capacity across San Francisco's most vulnerable neighborhoods.

#### **iv. Request for Strategic Infrastructure Support Staff**

##### **Request for Custodian Services: \$57,317 FY26-27 / \$96,431 FY27-28**

Last year, with the support of the Mayor's Office and City's Real Estate Division, our Office expanded to a second location at 8 Boardman Place to address space constraints at our main Office at 555 7th Street. 8 Boardman Place is less than 2 blocks away from our main Office and will host 25 staff, including our entire Immigration Unit, Finance, and Policy teams. The lease for 8 Boardman excluded janitorial services; therefore, a pending contract is being executed for \$5,300 per month. However, this expansion creates an opportunity to achieve cost savings while addressing critical operational needs.

We currently spend \$9,058 per month (\$108,696 annually) on janitorial contract services at our main Office site. **By eliminating both janitorial contracts and hiring one full-time Custodian (Class 2708) we can achieve an annual savings of \$76,000.** While two custodial positions would fully meet our needs across both sites, we recognize current fiscal realities and will operate efficiently with one position.

As our facility needs and operations grow across multiple sites, the lack of dedicated custodial support creates significant safety and liability concerns. Staff members are currently moving furniture and equipment without proper training, creating workers' compensation exposure that could result in costly claims and operational disruptions if key personnel are injured.

Within our main Office, power circuits frequently trip from staff plugging in unauthorized appliances like refrigerators, heaters, and microwaves. Maintenance requests for lighting, HVAC, and other building systems lack dedicated follow-up with the Real Estate Division, leaving problems unresolved for extended periods. Conference rooms are regularly left unsuitable for professional meetings and trainings, and we have no system for tracking asset inventory or managing office supplies.

The position would also provide critical IT support functions that currently fall through the cracks. Equipment malfunctions often go unreported until multiple machines fail because busy

staff move to another machine and forget to report issues. E-waste disposal and toner recycling are unmanaged, and our critical server room climate control systems need regular monitoring to prevent catastrophic failures that could shut down operations.

Our facilities management needs are going unmet across our other locations, specifically sites for our Youth Defender and Mental Health Unit. Finally, a dedicated custodian can provide coordinated support across 4 of our 6 locations: 555 7th Street, 8 Boardman Place, Laguna Honda, and Youth Guidance Center. This multi-site coordination is essential as our office continues to grow and serve the community.

A dedicated custodian will professionalize our operations, mitigate legal and safety risks, and support our expanded staff efficiently while maintaining fiscal responsibility. We respectfully request approval for one full-time 2708 Custodian position funded through the elimination of our current janitorial contracts.

**In the alternative, if the unable to approve the custodian position, then we still remain in need of budgetary support for the essential janitorial services at 8 Boardman Street at an annual contractual service cost of approximately \$63,600.**

**Request for a HR Personnel Analyst: \$81,022 FY26-27/ \$136,312 FY27-28**

Since September 13, 2025, we have utilized a temporary 1241 Human Resources Analyst to address urgent operational needs within our HR Unit<sup>5</sup>. This position has proven essential to maintaining departmental stability, and we now seek approval to make it permanent. Without this position, our three-person HR team cannot sustainably support a workforce of over 250 employees.

As mentioned above, our Human Resources Unit currently consists of one Manager III (0931), one Senior Personnel Technician (1203), and one Senior HR Analyst (1244). This structure is inadequate for a department of our size and complexity. We require a skilled, knowledgeable Human Resources Analyst with a strong understanding of City processes, rules, and regulations—including the Civil Service Commission, the City Charter, and local, state, and federal laws—who can perform the wide range of critically important and increasingly complex HR duties our Office demands.

It is notable that other City departments of similar or even smaller size maintain HR units of at least six staff members. Our three-position structure is unsustainable given the dramatic increase in both volume and complexity of HR transactions and projects since 2014. This classification will enable our Office to remain competitive by retaining an experienced HR professional who is adept at navigating public sector personnel matters within a highly unionized environment and well-versed in civil service rules, the Charter, and applicable laws.

The addition of the permanent 1241 position will address the growing number of labor and employee relations issues, recruitment demands, and exam and classification priorities that have escalated dramatically over the past decade. Our workforce has grown from 160 to 253 employees in ten years, creating exponential increases in HR workload. We now manage ongoing position-based exams for positions unique to our department, including Public Defender Investigator, Senior Public Defender Investigator, Court Alternative Specialist,

---

<sup>5</sup> Temporary 1241 position was approved by MBO on May 23, 2025.

Criminal Justice Specialist, all PDR IT positions, and a continuous Attorney posting that generates up to 400 applications within two months. Multiple upcoming retirements and separations require immediate succession planning and exam administration.

Medical leaves, workers' compensation claims, and disability cases have more than doubled within the last seven years. Investigations regarding EEO complaints, harassment, and whistleblower claims have increased substantially. Disciplinary actions, including medical separations and Skelly hearings, have risen as the department experiences administrative changes. Additionally, we face strict deadlines for creating and submitting required City reports on ADA compliance, performance evaluations, mandatory training, and workers' compensation.

The incumbent in the temporary 1241 role has been instrumental in managing this workload since September 2025, addressing backlogs in exam administration, classification work, and employee relations matters. This position is responsible for a range of essential HR professional duties including operations, exams, managing employee leaves, labor relations, and other highly critical functions. Making this position permanent is necessary to ensure continuity of these vital services and to retain the institutional knowledge the incumbent has developed..

**We respectfully request approval to convert the temporary 1241 Human Resources Analyst position to permanent status, ensuring operational stability and the department's ability to meet its workforce obligations and serve our clients effectively.**

**Request for Senior IS Programmer Analyst: \$104,444 FY26-27/ \$175,718 FY27-28**

In 2008, the Public Defender joined the JUSTIS project as part of the citywide effort to integrate and share criminal justice data across San Francisco's criminal justice departments. Over 15 years into this work, our connection to the JUSTIS project depends on our case management system called Gideon. The long-term viability of Gideon requires a Senior IS Programmer Analyst (1063) to maintain and continue development of this mission-critical application that underpins every aspect of our constitutional mandate.

Gideon is a custom application designed by our staff but currently built and maintained by an outside third-party programmer. While our vendor agreement states we own the software, this arrangement creates significant operational and financial risks including development delays, bureaucratic obstacles, and dependency on vendor priorities rather than our urgent operational needs. The vendor processes our requests and determines whether and when their developers will work on them, introducing unacceptable delays when critical fixes or features are needed. Bringing a Programmer Analyst onto our staff will bring programming for Gideon in-house, giving us complete programming control, ensuring future functionality is supported by a City employee rather than an external contractor, and guaranteeing we retain full access to source code and development files that protect our institutional investment.

Gideon is not simply a workflow and client file management application used by all members of our staff—it is the tool that provides our leadership team with essential data and analysis on criminal justice in the City, enables our participation in the JUSTIS project for citywide criminal justice data sharing and analysis, and most importantly serves as the only means to provide checks and balances in comparison to data routinely reported by the District Attorney and law enforcement. Just as the Public Defender plays a vital role in court on behalf of individual clients, Gideon allows us to share data with the public that other agencies may not want disclosed, ensuring transparency and accountability in San Francisco's criminal justice system.

Beyond data transparency, Gideon represents our custom, in-house programming effort to modernize and digitize our client defense practice including workflows, calendars, and document management. It is the single most important tool used by members of our defense teams to collaborate on cases and serve our clients effectively. As our defense practice evolves and new requirements are identified, having an in-house programmer who can build features into Gideon immediately without delays and costs associated with vendor negotiations is essential to maintaining operational efficiency and meeting our constitutional obligations.

**Approving the Senior IS Programmer Analyst position will secure the long-term viability of our most critical operational tool, eliminate vendor dependency risks, ensure institutional control over our technological infrastructure, and guarantee the Public Defender can continue fulfilling its constitutional obligations while contributing meaningful criminal justice data transparency to the City.**

### **B. Maintain and Reassign Positions to Address Cuts to Freedom Project/Post Conviction and Clean Slate Units**

The urgent need to retain these 8.5 FTEs to sustain these vital community safety programs is detailed below.

#### **i. Request for a Freedom Project-Post Conviction attorney and paralegal due to state budget cuts: \$356,880 FY26-27/\$436,860 FY27-28**

As noted above, a major state-funded grant for the Freedom Project (Post-Conviction unit) is set to expire at the end of this fiscal year (June 30, 2026). This unit addresses one of the most pressing human rights challenges of our time: mass incarceration. From the 1970s through the early 2000s, U.S. imprisonment rates skyrocketed, creating an unprecedented era of over-incarceration that devastated families and communities. In response, the California Legislature has enacted 13 laws over the past seven years to allow second-look resentencing, asking whether lengthy sentences still serve public safety or have become counterproductive given rehabilitation and the harm caused by prolonged incarceration.

These reforms have created hope for thousands of incarcerated individuals and their loved ones. But laws do not implement themselves. The Freedom Project answers this call by identifying those eligible for release and advocating for resentencing and parole, especially for individuals disproportionately impacted by harsh sentencing laws.

**Since its launch in 2020, the Freedom Project has helped reunite 103 individuals with their communities, including 70 serving life sentences.** In each of the 103 cases that led to immediate freedom, either a judge or the parole board and the Governor determined that the person involved had been punished sufficiently *and* posed no current risk to public safety. In many cases, the prosecutor's office agreed. The work must continue to ensure we find all eligible San Franciscans who can be safely reunited with their communities.

The Freedom Project currently operates under the Board of State and Community Corrections (BSCC) Public Defender Pilot Program (PDPP), which funded one attorney, two social workers, and one paralegal from March 2022 through June 2026. The Public Defender's Office was awarded \$1,194,500 in Year 1, \$1,202,979 for Year 2, and \$1,002,404 for Year 3. While we recently secured a state Expanded Public Defense Services Grant (\$850,000) to extend social workers and operating costs for two more years, we still face losing one attorney and one paralegal due to state budget cuts and the expiring PDPP grant.

The Freedom Project served 100 individuals and families in 2024 and 129 in 2025, and we expect similar demand in 2026. Current cases range from preparing resentencing applications and parole hearings to litigating complex Racial Justice Act claims and youth offender parole considerations. Each case requires exhaustive review of crime records, prison conduct, educational and vocational history, medical and psychiatric reports, and often expert risk assessments. Attorneys and paralegals synthesize these materials, prepare clients for hearings, and present evidence before courts and parole boards.

- Paralegal duties: Gather and summarize records, arrange prison visits, and coordinate court appearances.
- Attorney duties: Conduct comprehensive legal analysis, draft petitions, and advocate for positive outcomes in court or before the parole board.

Court decisions have mandated that public defenders help people eligible for youth offender parole consideration under Penal Code §3051<sup>6</sup> document the youth factors that affected their behaviors in the underlying cases. This means working with the assigned social worker to dig into long-buried memories about who a teen or young adult was in the 1970s, 1980s, or 1990s, combing through records and interviewing family, friends, and other connections. With over 500 San Francisco cases still eligible, this work is both time-intensive and essential.

**The Freedom Project has maintained a zero-recidivism rate since becoming fully staffed.** We expect this trend to continue, as most clients are older: 47% of people incarcerated on San Francisco cases are over age 50, 28% over 60, and 8% over 70. The substantial work remaining underscores the need for permanent funding to sustain this life-changing program.

Without continued funding for one attorney and one paralegal, hundreds of families will lose hope, and critical justice reforms will stall. We respectfully request approval to add these positions to ensure the Freedom Project can continue delivering on its mission.

#### **i. Request to Maintain Clean Slate Staffing for paralegals and a clerk:**

**\$509,542 FY26-28/\$601,964 FY27-28**

Founded in 1999 by the late Jeff Adachi, the Clean Slate Program pioneered record-clearing services in California, helping thousands of people overcome barriers to employment, housing, and education. By removing these barriers, Clean Slate strengthens community safety, reduces recidivism, and promotes economic stability. Today, the Clean Slate Unit continues this mission by providing expungement and other post-conviction relief to San Franciscans with arrests or convictions, giving community members the opportunity to rebuild their lives and contribute to their communities.

This is a pivotal moment for Clean Slate services as eight million people in California live with criminal records and legislative reforms since 2014 have steadily expanded access to expungement relief, making an estimated 25,000 San Franciscans eligible and driving unprecedented demand for our services. Compounded by the start of Trump's second term, inquiries from non-citizen clients have surged dramatically, forcing our attorneys to prioritize

---

<sup>6</sup> [CA Penal Code §3051](#)

motions for individuals in immigration detention and leaving limited capacity for those out of custody but still in urgent need of relief.

The Public Defender's Office is uniquely positioned to deliver these services efficiently and effectively. We currently have over 21,000 clients in our Clean Slate case management system, dating back to the early 2000s. Because we represented most of these individuals at the time of conviction, we retain access to essential documents such as police reports, probation records, and investigation files. This allows us to prepare the strongest possible expungement petitions quickly and accurately.

Demand continues to surge. In fiscal year 2024–25, Clean Slate received 1,981 new applications and filed 3,045 motions, an increase of more than 1,000 motions from the previous year. This growth was possible because we maintained our full expert staff throughout the year. So far this fiscal year, we have already filed 1,172 motions, yet a significant backlog remains: 394 people are awaiting initial attorney review, and 4,335 pending cases require eligibility assessment. In a review of three months of the expungement calendar during FY 24–25, Clean Slate had 568 motions scheduled, compared to just three by nonprofit attorneys. Clean Slate fills a critical gap by delivering the City's most comprehensive and efficient expungement services.

### ***Current Funding and Staffing Crisis***

Clean Slate's staffing has relied on a mix of foundation grants and temporary general fund allocations. Currently, the team includes two full-time attorneys (grant-funded through June 2027), one full-time and one part-time Legal Assistant, one full-time Legal Process Clerk, and one part-time Senior Legal Process Clerk.

**The issue is urgent: 2.5 FTE Clean Slate positions operating under general funding—one full-time and one part-time 8173 Legal Assistant and one full-time 8106 Legal Process Clerk—will expire in June 2026.** Our Spanish-speaking, part-time Legal Assistant plays a critical role in monitoring non-citizen cases and coordinating with immigration attorneys throughout the motions process, as these cases often require significantly more resources due to language access needs and the complex intersection of immigration and criminal law. Having a dedicated bilingual Legal Assistant has dramatically improved turnaround times for these vulnerable clients whose ability to remain in the United States may depend on timely expungement of their criminal records. Without converting these roles to permanent status, Clean Slate will lose most of its core staff, severely limiting our ability to serve thousands of eligible applicants seeking to clear their records and access employment, housing, and opportunity.

**To also meet growing demand, we also request one additional full-time Legal Assistant.** These positions are essential to maintaining timely processing for clients who face urgent deadlines to clear their records for employment, housing, and immigration stability.

### ***The Communities We Serve***

Any loss in staffing capacity will have a profound impact on Clean Slate clients, who are among San Francisco's most vulnerable residents. Thirty-one percent identify as African American or Black, 22 percent as Latino/a, 22 percent as Asian, and 17 percent as Other or Mixed Race. Seventy-seven percent live below 30 percent of the area median income, and nearly one-third

report having children at home. Beyond criminal record relief, our clients face urgent needs: 58 percent need employment, 47 percent need permanent housing, 26 percent need healthcare, and 22 percent need food assistance. Additionally, 20 percent of our clients are non-U.S. citizens. For these individuals, expungement can mean the difference between family unity and deportation, allowing them to maintain lawful status and continue working to support their families.

Our team operates four monthly community clinics in partnership with trusted organizations:

- Mission Food Hub, with Spanish-speaking staff available
- A. Philip Randolph Institute in Bayview
- The Gubbio Project in the Mission
- GLIDE Church in the Tenderloin

We also partner with City College of San Francisco and the San Francisco Pathways to Citizenship Initiative to provide additional clinics. In addition to these community clinics, Clean Slate holds weekly clinics at the Public Defender's main office, where clients meet directly with attorneys to review eligibility, draft declarations, and prepare proof of rehabilitation. These in-office clinics remain in extremely high demand, typically filling up two to three months in advance. To meet urgent needs, our attorneys have added phone clinics for non-citizen clients and those facing immediate deadlines.

Clean Slate represents an unmatched level of access and expertise as the only reliable source for high-volume, free expungement services in San Francisco. If the 2.5 FTE positions are not made permanent and additional legal assistant approved, our team will shrink to just two attorneys and a part-time clerk, causing response times to slow dramatically and leaving clients unable to meet short deadlines to clear their records and keep their jobs. We would be forced to eliminate community clinics, end in-office consultations, and permanently limit the types of relief we can provide. These positions are essential to maintaining Clean Slate's capacity to serve thousands of San Franciscans seeking a second chance. Every expungement we process creates opportunities for individuals to support their families, contribute to the economy, and live free from the collateral consequences of old convictions that block access to employment, housing, and stability.

### **C. Ensuring Constitutional Public Defense: Staffing Needs Based on National Workload Standards and Rising Workload Crisis**

#### ***Rising Filings and Pending Cases Are Driving Defender Workload Increases***

Public Defender caseloads and workloads have risen sharply in recent years. According to the San Francisco Superior Court's data dashboard:

##### **Misdemeanor caseloads**

- Misdemeanor arraignments have increased substantially. In calendar year 2019, the Court recorded 3,357 misdemeanor arraignments. By 2025, that figure had grown to 4,617—a **37% increase** in six years.
- The most recent surge is even more pronounced. In 2022, there were 2,346 misdemeanor arraignments; by 2025, the volume had nearly doubled, a **97% increase in just four years**.

- Active misdemeanor cases—those with a future court date—have also climbed steeply. In January 2019, there were 2,171 active misdemeanor cases. By January 2026, that number had risen to 3,874, representing a **78% increase** in the active misdemeanor caseload.

**Felony caseloads**

- Active felony cases have grown significantly as well. The Court’s dashboard shows 2,868 active felony cases in January 2019.
- By January 2026, that figure had risen to 4,461—an increase of **56%** over six years.

**Overall trend**

- Across all case types, active pending cases increased from 5,039 in 2019 to 8,335 in 2025, a **65% overall increase**.

As noted above, court data shows that the Public Defender represents approximately 84% of indigent individuals and approximately 80% of all criminal defendants in San Francisco. As a result, these sustained, system-wide increases in active cases have had a direct and significant impact on the Public Defender’s caseloads and workloads. Aside from the eight months in which we declared unavailability on some cases starting in May 2025 in an effort to reduce caseloads, our share of appointments has remained consistent. As a result, our active pending caseloads have increased at essentially the same rate as the system-wide active case count. Because we represent the vast majority of individuals charged with misdemeanors and felonies, we absorb the greatest impact from the surge in filings and the sharp rise in active pending cases.

The growth in active pending cases is consistent with significant and well-documented increases in case lengths. The District Attorney reported to the San Francisco Board of Supervisors’ Budget and Appropriations Committee on May 7, 2025 that average felony case duration rose from 333 days in 2019 to 591 days in 2024. During the same period, average misdemeanor case length increased from 338 days to 574 days.

**Modern Criminal Cases Require Substantially More Attorney Time**

Cases now take substantially more time to resolve for several reasons. More cases are going to trial, fewer are settling, and early resolutions have become increasingly rare. Moreover, criminal cases increasingly involve complex forensic data or technology that was not present in the past. Reviewing police body-worn camera footage, surveillance video, social media, DNA and other types of forensic evidence, and/or GPS and cell phone data is now required in the majority of cases, and places accumulating new, novel, and time-consuming demands on defenders. ensure clients receive effective assistance of counsel. For example, the amount of body-worn camera we have received, and *must* review, has escalated exponentially.

Year	Amount of Body-Worn Camera Received
2017	7.75 TB
2021	14.46 TB
2022	15.29 TB
2023	23.22 TB
2024	39.62 TB
2025	62.1 TB

In 2025, the volume surged to 62.1 TB, representing a 57% increase in a single year and a 701% increase over eight years.

Finally, there have also been recent changes in the law – such as Mental Health Diversion (Penal Code section 1001.36)<sup>7</sup> and the California Racial Justice Act (Penal Code section 745)<sup>8</sup> – require a significant investment of time and resources to execute the legislative intent and benefit the individuals and populations which the laws were written to help. Mental Health Diversion petitions and Racial Justice Act motions are initiated and litigated solely by the defense, adding substantially to public defender workloads compared to prior years, as we bear the responsibility of developing, filing, and arguing these legal claims.

### ***Staffing Has Not Kept Pace with Increasing Workloads***

Although there has been some growth in the Public Defender staffing and resources, the increases have not kept pace with the surge in active cases and the growth in work required for each case.

As noted above, active pending felony cases increased by 56%—from 2,868 in January 2019 to 4,461 in January 2026—while our share of those cases remained essentially constant. Over that same period, felony staffing increased from 46 attorneys to only 54, a rise of just 17%. **In short, felony cases grew more than three times faster than felony staffing.**

Active pending misdemeanor cases increased by 78% during this period—rising from 2,171 to 3,874—while our proportion of those cases remained steady. Yet misdemeanor staffing increased from 15 attorneys to 18, a gain of just 20%. **In other words, misdemeanor cases also grew more than three times faster than the attorney capacity available to handle them.**

### ***New National and State Public Defense Standards***

A first-of-its-kind comprehensive national study that examined how many cases public defender attorneys can reasonably handle provides new evidence that many public defender offices around the country, including San Francisco's, are overburdened and under-resourced. An overburdened and under-resourced public defender office jeopardizes the constitutional rights of public defender clients, who are uniformly low-income and disproportionately people of color and undermines the integrity of the criminal legal system.

Published in late 2023, the National Public Defense Workload Study (NPDWS) found that the last national workload standards, developed in 1973, are “outdated, not empirically based, and inadequate,” and do not give attorneys enough time to provide constitutionally adequate representation to every client. The NPDWS created new national standards for public defender workloads, which the study says are essential for adequate funding and staffing so that public defenders can competently represent their clients per the Rules of Professional Conduct applicable to attorneys and as guaranteed to by the Sixth Amendment to the U.S. Constitution.

We used the NPWDS formula to calculate the total number of attorney hours needed for adult criminal cases of all types. As of December 12, 2025, the result: 207,750 hours. For each attorney to carry a load of 1650 hours, we need approximately 126 attorneys in our Misdemeanor, Felony/Specialty Court, and Mental Health Units to meet national workload standards.

Currently, we have 85 attorneys handling felony, misdemeanor, mental health, and specialty court cases, excluding managing attorneys of the Felony/Specialty Court and Misdemeanor Units. When measured against the NPDWS benchmark of 126 attorneys, this reflects a shortfall of over 40 attorneys needed to meet nationally recognized workload standards.

On September 29, 2025, pursuant to California Assembly Bill 625 (2021), codified as Govt. Code § 15403, a report, commissioned by the Office of the State Public Defender, was published by the Deason Criminal Justice Reform Center at Southern Methodist University, providing critical information about public defense workloads and recommendations to ensure that the accused receive effective assistance of counsel required by the Sixth Amendment. (*California Public Defense Workloads and Staffing*. Deason Criminal Justice Reform Center, Southern Methodist University. September 29, 2025 (“Deason report”).

The Deason report first recommends that California adopt the national standards in the 2023 NPDWS study. According to the report, an open caseload standard for felonies based on the NPDWS standards commonly falls between 20 and 40 cases and between 40 and 80 cases for misdemeanors. As of January 2026, felony rotation attorneys in the Public Defender’s office averaged approximately 60 open felony cases and misdemeanor attorneys handle an average of 135 cases, far exceeding the NPDWS standards, according to the Deason report.

The Deason report also recommends specific support-staffing ratios for public defender offices: one investigator for every two attorneys, one social worker or mitigation specialist for every three attorneys, one paralegal for every four attorneys, and one administrative assistant for every four attorneys. These ratios assume that an office already has a sufficient number of attorneys to meet workload standards, not an understaffed baseline. To meet these recommendations, our office would require approximately 40 additional investigators, 20 social workers, and 20 administrative assistants.

The Deason report further explains that when support staffing is inadequate, attorneys are forced to perform tasks that could be handled by non-attorneys, thereby intensifying and compounding already excessive attorney workloads.

As workloads expand beyond sustainable levels, attorneys are forced into triage—delaying, abbreviating, or omitting core components of providing a zealous defense. This is not a matter of preference or efficiency; it is the inevitable consequence of excessive caseloads, and it directly undermines the meaningful adversarial testing that the Constitution demands.

The authors of the NPDWS aptly summarized the impact of excessive caseloads and public defenders constantly triaging and prioritizing some cases and clients over others:

*Overloaded public defense attorneys simply cannot give appropriate time and attention to each client. They cannot investigate in a timely manner or fully. They cannot file the motions they should. Instead, attorneys are forced to triage cases, choosing which cases to focus attention on while allowing others to be resolved without appropriate diligence. A justice system burdened by triage risks unreliability – denying all people who rely on it – victims, witnesses, defendants, and their families and communities – efficient, equal, and accurate justice.*

National and California workload standards now provide clear, empirical benchmarks for constitutionally adequate public defense. By those standards, San Francisco’s Public Defender’s Office is operating with a severe staffing deficit—more than 40 attorneys and

substantial support staff—while current caseloads far exceed recommended limits. This gap is not theoretical; it has already forced the Office to declare unavailability on some cases and to operate in a system of triage that undermines the Sixth Amendment and the reliability of the justice system.

We are not seeking full parity overnight. Instead, we request targeted, incremental investments in attorneys and essential support staff, guided by these national and state standards, to stabilize operations, end unavailability, and move the Office toward constitutionally compliant workloads. These measured steps are necessary to protect clients' rights, maintain the integrity of the courts, and ensure fair, accurate, and efficient justice in San Francisco.

**i. Request to Convert 5 Limited-Term Positions to Permanent Status: \$1,027,589 FY26-27/\$1,111,338 FY27-28**

In FY24-26, the Mayor's Office authorized 5.0 FTE limited-term positions—four attorneys and one paralegal—to address growing criminal defense demands and escalating workloads. These operational needs have not diminished; they remain as urgent today as when the positions were first approved. The four attorneys are assigned to our Misdemeanor Unit, each carrying an average caseload of approximately 120 cases each, already far exceeding recommended workload standards established by the National Public Defense Workload Study.

As discussed at length above, the workload crisis in our Misdemeanor Unit has intensified dramatically. Eliminating these five positions would require their combined caseloads to be redistributed to the remaining attorneys, further inflating already unsustainable workloads and likely triggering additional declarations of overload. The paralegal position is equally essential to maintaining the recommended 4:1 attorney-to-paralegal ratio and providing the needed to manage the technological demands of modern criminal defense.

**We therefore request conversion of all 5.0 FTE limited-term positions to permanent status to stabilize staffing, prevent further caseload overload, and preserve the core operations necessary to meet our constitutional mandate to provide effective legal representation.**

**ii. Request for 8 Additional Attorneys Addressing Constitutional Crisis and Unavailability: \$1,450,401 FY26-27/ \$1,927,749 FY27-28**

Despite sustained efforts to restructure existing attorney resources in response to the workload crisis, we have reached a breaking point that threatens our constitutional obligations. Over the last two years, we have taken deliberate steps to strengthen core defense work and maximize the number of frontline attorneys handling growing caseloads while stewarding limited resources responsibly.

We consolidated leadership by placing the Investigation, Paralegal, and Reentry Units under a single Managing Attorney (previously overseen by three separate attorney managers under former Public Defender Jeff Adachi), eliminated Managing Attorney positions by integrating the Specialty Courts Unit into the Felony Unit, and redeployed the attorney who oversaw the Pre-Trial Release Unit to the Felony/Specialty Courts Unit, eliminating another Managing Attorney position.

Many of our Managing Attorneys carry caseloads including serious and "life" cases while simultaneously supervising, mentoring, and working alongside attorneys in their units on the front lines. We temporarily reassigned specialized attorneys to frontline units, deploying the attorney leading the Integrity Unit to the Misdemeanor Unit for over six months in 2025 and an Immigration Unit attorney to the Misdemeanor Unit for six months in 2024-25.

These internal redeployments represent the outer limits of what we can accomplish without additional resources. Most significantly, even restoring us to 2019 service levels would not meet the more rigorous standards recently outlined in the National Public Defense Workload Study, which calls for significantly lower caseloads to ensure constitutionally effective and competent representation. Using 2019 as a benchmark does a disservice to our clients and our constitutional obligations when the NPDWS makes clear that even those staffing levels were inadequate.

The external pressures driving this crisis are significant and beyond largely our control. The current District Attorney administration has adopted a more punitive approach – seeking more convictions, referring fewer cases to diversion, and sharply increasing case filings, particularly in misdemeanors. Those choices have direct downstream consequences for the defense: more clients in custody, more bail litigation, more jury trials, and cases that take longer to resolve, while leaving us unable to shift attorneys to relieve the felony workload.

The result is clear: our attorneys are severely overloaded. The 2023 National Public Defense Workload Study, exit interviews with departing attorneys citing unsustainable workloads, surveys of current attorneys struggling with mushrooming caseloads, and comparisons to other Public Defender offices all confirm our lawyers have significantly more cases and work than they can effectively handle. When defense attorneys have too many cases, they cannot give appropriate time and attention to each client. Excessive caseloads not only imperil clients' lives and deny them their constitutional right to effective assistance of counsel, they also significantly affect clients' families, communities, and future generations impacted by incarceration and criminal conviction.

Last year, we warned that our caseloads had reached unsustainable levels, that we were overloaded, and that we would be forced to declare unavailability. That prediction has now become reality. Beginning May 5, 2025, we declared unavailability on some misdemeanor and felony cases to comply with ethical obligations mandating competent representation. Without the requested **8 additional attorneys to address the immediate crisis and begin closing the 41-attorney gap identified by national standards, the strain on the legal system will intensify, and the City will incur higher costs as cases are diverted to private attorneys on the Bar Association panel.**

Unlike the District Attorney who exercises discretion in deciding whether to prosecute, who to prosecute, and what charges to bring, we are appointed by the court and required by California law and the City Charter to represent accused individuals "who are not financially able to employ counsel" and to provide them with effective assistance of counsel. Our work is reactive by nature—we do not control the number of arrests police make or charges the District Attorney brings. However, the ripple effects of active pending cases increasing filings by 65% are clear

and unequivocal, greatly increasing the number of clients we are required to serve while the time attorneys can dedicate to each client is decreasing. Prosecutors are negotiating less, typically only at the last moment before trial, and regularly "overcharge" cases with multiple crimes hoping to extract guilty pleas. This prosecutorial overreaching creates exponentially more work for public defenders protecting our clients' constitutional rights.

Jury trials are extraordinarily demanding and time-intensive, typically lasting one to two weeks in misdemeanor cases and several weeks to months in complex felony cases, requiring attorneys to fully focus on one client while their other caseloads continue growing and require coverage by already overburdened colleagues. Not only do our clients wait longer for their day in court, but alleged victims and witnesses do too.

**These 8 additional attorneys represent a critical first step toward meeting our constitutional obligations, addressing our current overload, and ensuring the accused in San Francisco—the overwhelming majority of whom are poor, Black, and Brown—receive the effective legal representation the Constitution guarantees and the City is obligated to provide.**

As outlined below, with the addition of attorneys, we are also requesting advocacy team members (paralegals, social workers, investigators, and clerks) to support these attorneys.

**Rightsizing Insufficient Legal Support Staff**

Our attorneys are severely overburdened not only by excessive case and work loads, but also by a critical shortage of essential support staff. In September 2025, the Deason Center at SMU's Dedman School of Law, in partnership with the Office of the State Public Defender, released a landmark report titled *California Public Defense Workloads and Staffing*<sup>7</sup>. The report concluded that "public defense attorneys lack the support staff—investigators, social workers, paralegals, and administrative assistants—necessary to efficiently and effectively represent their clients." The comparison below illustrates how our current staffing levels fall drastically short of the report's recommendations, demonstrating that adequate support staff is not a luxury but a Constitutional necessity for effective representation.

San Francisco Public Defender Support Staff Levels				
Role	Current Number of Staff	Current Ratio for 115 Public Defense Attorneys	Deason Center Study Support Staffing Standards for California Public Defense Systems	Necessary Support Staff to Meet Standard
Investigators	22	5.2:1	2:1	58
Social Workers	21	5.5:1	3:1	38
Paralegals	33	3.5:1	4:1	29
Clerical Staff	13	8.8:1	4:1	29

<sup>7</sup>[California Public Defense Workloads and Staffing](#)

While we recognize the full scope of our staffing shortage cannot be addressed in a single budget cycle, we are asking the City to work collaboratively with us to begin closing this critical gap. Our attorneys rely on legal support teams to provide constitutionally mandated representation, yet current staffing levels fall dangerously short of what is required for effective defense. Without adequate paralegals, social workers, and investigators, attorneys are forced to divert their expertise away from legal advocacy to perform administrative and investigative tasks, compromising the quality of representation our clients deserve and the Constitution demands. The positions requested below represent an essential first step toward meeting our constitutional obligations and ensuring efficient use of attorney time and resources.

### **iii. Request for 3 Paralegals: \$321,621 FY26-27/ \$427,471 FY27-28**

Investing in paralegals is not just fiscally responsible—it is essential for justice. When attorneys earning \$155,428 - \$272,350 spend time on tasks that could be handled by paralegals at \$101,348 - \$132,600, we waste money and compromise our ability to serve justice effectively. This inefficiency was identified by the Controller's Office two decades ago, yet we continue to operate far below industry standards.

Our current attorney-to-paralegal ratio stands at 5:1, far exceeding the industry best practice standard of 3:1 or 4:1. Our felony paralegal team supports not only line attorneys but also managers and chiefs handling the most complex homicides, strikes, and sex offense cases, further straining already inadequate resources. Adding paralegals is essential to bring our ratio in line with industry standards and manage the technological demands that now define modern criminal defense.

Technological advances have resulted in the exponential growth in digital evidence that has fundamentally transformed paralegal work from basic administrative support to highly technical evidence management. Our team now processes nearly 41,000 body-worn camera videos annually alongside extensive surveillance footage from across San Francisco, mandatory transcriptions for court proceedings, complex video editing for hearings and trials, and vastly expanded police records now accessible under SB 1421 and SB 16. Body-worn camera footage alone has exploded from 7.75TB in 2016-2017 to over 62.1TB in 2025—a staggering 55% increase from last year alone.

**As a first step towards achieving adequate staffing, we are requesting three additional paralegals, representing 10% of the 29 paralegals needed to align with industry-standard ratios.** These positions will support complex cases with voluminous discovery, enable focused review of critical evidence, and free attorneys to focus on legal strategy and client representation. For every attorney hour we shift to a paralegal, we save approximately \$100 while improving case outcomes. When our attorneys are forced to handle administrative tasks, they have less time for the critical legal work that can mean the difference between freedom and incarceration for our clients. This request represents an investment in justice that will pay for itself in both improved outcomes and fiscal efficiency

### **iv. Request for 3 Social Workers: \$271,043 FY26-27/\$360,247 FY27-28**

In 2021, the Public Defender won a historic California Supreme Court victory in *Kenneth Humphrey*, which concluded that conditions of release can alleviate public safety concerns in many cases. The Court specifically recognized that "regular check-ins with a pretrial case manager, community housing or shelter, and drug and alcohol treatment — can in many cases protect public and victim safety as well as assure the arrestee's appearance at trial."

This groundbreaking decision applies to every individual charged in San Francisco, but the Public Defender must identify available community services for clients. The office needs enough social workers to meet with every client, assess their needs, and identify less restrictive options to ensure court appearances and guarantee public safety. The nonpartisan California Policy Lab noted that *Humphrey* "requires jurisdictions to invest front-end resources to accurately assess the risk and needs of the person and better inform the court's decision-making."

Additionally, Mental Health Diversion participation has grown exponentially in recent years without corresponding staffing increases. Public Defender social workers create reentry plans and provide progress reports to comply with the Mental Health Statute (PC 1001.36) for participants the Department of Public Health cannot serve. People who successfully complete treatment courts are less likely to reoffend, making social worker support critical for public safety.

The Public Defender's holistic representation practice and commitment to public safety, has embedded social workers within the legal team for decades. This approach successfully helps individuals address the underlying causes of system involvement: untreated mental health conditions, trauma, addiction, homelessness, and lack of employment. Attorneys work hand in hand with social workers who identify client challenges and connect them with community-based organizations, public health, and other service providers.

However, given current caseloads and workloads, Public Defender social workers can only serve a limited number of clients, typically those charged with serious felonies facing many years in state prison or life sentences. At current staffing levels, social workers require six to eight weeks to competently complete social history evaluations, often delaying attorneys' ability to effectively advocate for clients for just sentences and alternative outcomes that also advance public safety. While every client deserves and would benefit from social services, the office simply lacks capacity to serve clients charged with lower-level felonies or misdemeanors—the very individuals who often cycle in and out of jail because underlying causes go unaddressed.

Currently, eight social workers support all 54 attorneys handling thousands of felony matters, and three social worker supports the entire misdemeanor unit of 18 attorneys handling several thousand cases annually. This staffing level is grossly inadequate.

We are requesting three additional social workers (8446 classification), representing 20% of the 16 additional social workers needed to meet industry standards. This initial increase will allow the office to assign one social worker to a team of five felony attorneys and one social worker to a team of five misdemeanor attorneys.

**v. Request for 5 Investigators and 6 City vehicles, and 2 parking permits:  
\$787,388 FY26-27/\$807,124 FY27-28**

Investigation is a vital component of defense work and includes locating and interviewing witnesses, canvassing for and securing video, reviewing surveillance and body-worn camera footage, photographing and diagramming alleged crime scenes, serving subpoenas, obtaining court records, and following leads from clients. Conducting complete and thorough investigations on behalf of indigent clients is constitutionally mandated under the Sixth Amendment right to counsel.

Currently, Public Defender investigators working on felony and misdemeanor cases carry as many as 125-150 open cases simultaneously. In many of these cases, clients face significant

time in custody—sometimes years or even life in state prison. With such crushing caseloads, investigators are regularly overextended and sometimes unable to make the second or third attempts to locate and interview critical witnesses or secure video evidence that can dramatically impact case outcomes and clients' lives. When an investigator cannot follow up on a critical lead, the difference can be years of freedom or wrongful incarceration.

Moreover, the District Attorney's Office has the investigative support and resources of law enforcement agencies, including the Police and Sheriff's Departments.

From both a parity and constitutional perspective, the Public Defender's Investigation Unit is severely underfunded and understaffed. **While we need 35 additional investigators to meet industry standards, we are requesting five additional investigators (8142 classification), representing 14% of this need.** This reflects the minimum resources required to address our growing caseload while maintaining the ability to conduct thorough and complete investigations on behalf of our indigent clients—and to uphold their constitutional rights.

### **Investigative Vehicles: Transportation Crisis Compromises Constitutional Rights**

Our Public Defender investigators face a daily choice that compromises justice: wait for a vehicle to become available or delay crucial witness interviews and evidence collection. With 24 investigators sharing just 17 vehicles—a 33% deficit in basic investigative capacity—one-third of our constitutional mandate to investigate cases is bottlenecked by lack of transportation. Our counterparts in law enforcement have fully equipped and functioning fleets at their disposal. Our investigators deserve the same basic tools to fulfill their constitutional duties.

We currently operate with nothing newer than 2018. Four of our vehicles are dangerously outdated: a 2007 Chevy Uplander (18 years old), a 2005 Ford Focus (21 years old), a Toyota Prius with a stolen catalytic converter, and a Nissan Leaf with only 60 miles per charge. Investigators regularly conduct after-hours work in these unreliable vehicles, raising serious safety concerns as they work evenings and weekends to locate witnesses and serve subpoenas.

Every hour an investigator spends waiting for a vehicle translates directly into delayed justice. Critical witness interviews and time-sensitive evidence collection are postponed by vehicle unavailability. Service of court subpoenas is compromised by transportation limitations. Witnesses' memories fade. Surveillance footage gets overwritten. Evidence deteriorates. Clients spend extra time in custody. Court dates are delayed.

When a witness needs to be interviewed or evidence needs to be collected, we cannot ask justice to wait for a car to become available.

**Therefore, we are requesting six new 2026 Nissan Leaf at a total cost of \$193,830—four as replacements for our oldest vehicles and two additional vehicles to meet our investigative capacity needs.** This will bring our fleet to the industry standard of one vehicle per two investigators. These fuel-efficient, environmentally sustainable, and reliable vehicles will enable rapid response to time-sensitive investigative needs and eliminate parking constraints during witness interviews.

**The request includes two additional city permits, totaling \$9,800, essential for investigator access throughout San Francisco and professional vehicle maintenance to protect the City's investment and ensure vehicle longevity.**

This total investment of \$193,830 represents less than the cost of a single extended trial delay or missed piece of exculpatory evidence. It is not just about cars—it is about ensuring that our constitutional obligation to investigate cases is not compromised by lack of basic transportation resources. Without this fleet expansion, we are essentially asking one-third of our investigators to conduct crucial constitutional work without the basic tools needed to succeed.

#### **vi. Request for 3 Legal Processing Clerks: \$226,323 FY26-27/ \$300,809 FY27-28**

The Deason Center establishes a 4:1 ratio of attorneys to clerical staff as the industry standard. With 114 attorneys, we need 29 clerical positions but currently have only 13—a shortfall of 16 positions. We are requesting three 8106 clerks, representing 20% of this critical need.

#### **Clerical Unit: Two 8106 Clerks**

Our department faces increasing document volume due to rising caseloads. Without adequate clerical support, we risk significant delays in processing time-sensitive legal documents that directly impact case outcomes and public access to justice. These positions are essential for maintaining proper document handling procedures, fee collection, regulatory compliance, and revenue collection.

Additionally, the Public Defender does not have dedicated Spanish-speaking clerical staff, despite 92% of our non-English-speaking clients requiring Spanish language services. These two positions will fill a critical operational gap by providing walk-in and phone assistance to Spanish-speaking clients, ensuring our client community has access to appropriate language support while maintaining efficient court operations.

#### **Specialty Courts: One 8106 Clerk**

Our Specialty Courts program transforms lives through rehabilitation and recovery rather than incarceration. We staff eight courts—including Drug Court, Veterans Justice Court, Community Justice Court, Young Adult Court, and Mental Health Diversion Court—serving hundreds of vulnerable clients working to rebuild their lives. We urgently need one dedicated clerk to provide essential administrative support for these life-changing programs.

This position will coordinate with treatment programs, managing client placement and tracking progress; prepare critical documentation for case management, including court calendars and progress reports; facilitate client rehabilitation by coordinating jail interviews and maintaining communication with providers; process legal documents essential for client success, including expungement orders and treatment plans; and maintain comprehensive case records and databases to support attorney preparation and client advocacy.

This role directly supports clients' journey through recovery and rehabilitation. The position's administrative expertise will help our attorneys advocate more effectively and ensure our clients receive the support they need to succeed in treatment, clear their records, and build new lives.

### **5. Be the Jury: \$217,000 FY26-27**

Lastly, we are respectfully requesting \$217,000 in our budget to help support San Francisco's innovative and impactful "Be The Jury" program, which compensates low- to moderate-income San Franciscans who want to serve on criminal court juries but cannot because of financial

hardship. **Due to the positive impact on the overall justice system, the Public Defender, the District Attorney and the Treasurer are each requesting \$217,000 in our respective budgets, so that we can collectively raise the \$650,000 necessary to sustain the program in the 2026-2027 fiscal year.** All of the requested funds would go directly to low to moderate income San Franciscans who are serving their civic duty as jurors. The Treasurer's Office and Courts, who administer the program, are not requesting any funding for their administrative costs - every dollar goes into the hands of everyday San Franciscans serving their city.

Jury duty is perhaps the most meaningful opportunity for true civic engagement that our system provides. Yet every day in San Francisco, low-income residents are forced to choose between fulfilling their civic duty and paying their bills. The Be The Jury program eliminates this impossible choice, ensuring that our juries truly represent our City's diversity by providing \$100 daily stipends to low-income jurors, instead of only \$15 provided by the state.

**To date, over 4,800 San Franciscans have participated in Be The Jury. In fact, eleven percent of all jurors in criminal trials are able to participate through Be The Jury stipends.** A report<sup>8</sup> from the Treasurer's Office Financial Justice Project shows that Be The Jury has markedly improved the racial and economic diversity of juries, and Be the Jury participants reflect the diversity of San Francisco. The median income of participating jurors for the first year was \$38,000, significantly lower than San Francisco's median income of \$121,826. 84% of participants said that the \$100 per day made it possible for them to serve as a juror.

This program also increases court efficiency. By speeding up the jury selection process, it helps reduce case delays. It incentivizes people to show up to jury duty. And by creating more diverse juries, it increases the legitimacy of verdicts which strengthens community trust in the justice system.

Be The Jury has widespread support and collaboration from the Treasurer's Office, Public Defender's Office, District Attorney's Office, SF Bar Association, and SF Superior Court. Be The Jury was originally funded with philanthropic dollars, and then with a combination of local and state general funds. Those funds are nearly depleted. **Without additional funding, this program will come to an end in June 2026, after more than four very successful years.** Please help us preserve this unique and highly impactful program.

## 6. Conclusion

As established at the outset of this proposal, the obligation to provide effective legal counsel to those unable to afford it is not merely our Office's responsibility—it is San Francisco's constitutional duty, one we cannot abdicate without placing the City itself in violation of fundamental rights.

Smart investment in public defense delivers profound returns for taxpayers and communities. When public defenders secure alternative sentencing and preventive programs for clients, the savings cascade throughout the system, reducing future contacts with law enforcement and courts while creating safer, healthier communities.

---

<sup>8</sup> ["Be the Jury"-One Year Evaluation](#)

The above requests represents the Public Defender's steadfast commitment to advocating for the most vulnerable people of San Francisco in need of legal representation, addressing racial disparities, supporting communities that are disproportionately policed and prosecuted, providing support to end the cycle of criminalization, and promoting safe and thriving communities in our beloved City. More fundamentally, it represents San Francisco's commitment to upholding the constitutional promise that justice is not reserved for those who can afford it, but guaranteed to all. We ask the City to meet its constitutional obligation—not as a favor to our Office, but as an investment in justice and the foundational values that define San Francisco as a leader in equity and human dignity.

**SF Public Defender FY2026-FY2028 Budget Enhancement Cost Proposal**

	FY 2026-2027				FY 2027-2028				
	Job Code	FTE	Salary	Fringes	Total Costs	FTE	Salary	Fringes	Total Costs
<b>Substitutions and Change Status from "O" to "A":</b>									
1 Social Worker to Court Alternative Specialist I (step 5)	8446	1	106,852	32,056	138,908	1	110,058	33,017	143,075
<b>Substitutions:</b>									
1 Manager III 0931 to Manager IV 0932 (Range B)	0932	1	11,997	3,599	15,597	1	12,975	3,893	16,868
1 Public Information Officer 1312 to Public Relations Officer 1314 (Step 4)	1314	1	10,043	3,013	13,055	1	10,861	3,258	14,119
1 Senior Account Clerk to Principal Account Clerk (step 4)	1634	1	7,846	2,354	10,200	1	8,485	2,546	11,031
1 Senior Administrative Analyst to Principal Administrative Analyst (step 4)	1824	1	15,961	4,788	20,749	1	17,262	5,179	22,440
1 Court Alternative Specialist I to Court Alternative Specialist II (step 1)	8452	1	18,130	5,439	23,569	1	19,608	5,882	25,490
<b>Total</b>					<b>222,078</b>				<b>233,023</b>
<b>New Position Request</b>									
1 Custodian	2708	0.79	55,810	16,743	57,317	1	74,178	22,253	96,431
1 Human Resources Analyst	1241	0.79	78,891	23,667	81,022	1	104,856	31,457	136,312
1 IS Programmer Analyst-Senior	1063	0.79	101,698	30,509	104,444	1	135,168	40,550	175,718
1 Freedom Project Paralegal	8173	0.79	82,467	24,740	84,693	1	109,608	32,882	142,490
1 Clean Slate Paralegal	8173	0.79	82,467	24,740	84,693	1	109,608	32,882	142,490
8 Attorneys	8177	6.32	1,115,693	334,708	1,450,401	8	1,482,884	444,865	1,927,749
3 Paralegals	8173	2.37	247,401	74,220	321,621	3	328,824	98,647	427,471
3 Court Alternative Specialist I	8446	2.37	208,494	62,548	271,043	3	277,113	83,134	360,247
5 Public Defender's Investigator	8142	3.95	460,888	138,266	599,154	5	612,572	183,772	796,344
3 Legal Process Clerk	8106	2.37	174,094	52,228	226,323	3	231,391	69,417	300,809
<b>Total</b>					<b>3,280,711</b>				<b>4,506,061</b>
<b>Re-assignment from Grant to General Fund</b>									
Freedom Project Attorney	8177	1	209,374	62,812	272,186	1	226,438	67,931	294,369
<b>Total</b>					<b>272,186</b>				<b>294,369</b>
<b>GF Limited Term expires on 6/30/26</b>									
Clean Slate Paralegals	8173	1.5	253,349	76,005	329,354	1.5	273,997	82,199	356,197
Clean Slate Clerk	8106	1	73,458	22,037	95,495	1	79,444	23,833	103,278
Felony/Misdemeanor Paralegal	8173	1	109,608	32,882	142,490	1	118,541	35,562	154,103
Misdemeanor Attorney	8177	4	680,845	204,254	885,099	4	736,334	220,900	957,235
<b>Total</b>					<b>1,452,438</b>				<b>1,570,812</b>
<b>Personnel Total</b>					<b>5,227,413</b>				<b>6,604,266</b>
<b>Non-Personnel</b>									
6 Vehicles					193,830				-
2 Parking Permits					9,800				10,780
Bar dues					30,000				30,000
Transcription Services					64,000				70,400
Janitorial Service Contract using quote (No need if 2708 approved)					62,640				65,772
Be the Jury					217,000				-
<b>Total Non-Personnel</b>					<b>577,270</b>				<b>176,952</b>
<b>Grand Total</b>					<b>5,804,683</b>				<b>6,781,218</b>