

Integral to implementing collaborative defense principles in practice is a services-first approach. This involves beginning any implementation with a recognition of the tangible services that the Defender can provide that will deliver robust value to clients and attorneys. Creating a framework for the primary services can bring clarity to the practice for the team, the attorneys that collaborate with the team, and external partners.

A comprehensive menu of services can act as a foundation for an institution's goal of expanded client services. This service menu or scope of expanded services should be specific enough that it is easily communicated and focused enough that staff can create excellent results without being stretched too thinly - especially when utilizing diverse staff. It must also be sufficiently robust that a reasonably wide proportion of attorneys feel that they get value from working with non-attorney team members providing services.

The following menus of services represent different approaches to defining expanded services. They act as a potential template and we encourage any provider to tailor and expand them as needed to meet their communities needs.

## **Full Non-Attorney Service Menu**

This comprehensive service menu details the full scope of potential services that can be provided by non-attorney staff within a public defender office.

## Multi-Agency Collaborative Service Menu

When utilizing a multi-agency approach to service delivery, a menu of services can bring clarity to each partner's scope of responsibilities and when intra-agency referrals are necessary.

## **Community Defense Center Service Menu**

Organizations implementing non-traditional public defender institutions should utilize a service menu to share the novel service delivery model within the organization and to external stakeholders - particularly when implementing team members not typically employed by a public defender.