

The integration of collaborative defense requires a mission, values, and service delivery structure informed by the people whom the defender represents. It is critical to root service menus in articulated client and community goals, which can be identified by listening to and learning from community members, local and system-impacted residents.

Hearing directly from former clients is an instrumental way to better understand the impact and quality of the public defender's representation. It also offers the opportunity to understand areas for improvement, ongoing community and client needs and shape timely augmentation of practice.

## **Administration**

Administering a client survey can be done via multiple approaches including in-person interviews, phone interviews, SMS text or email. Each approach offers benefits and drawbacks and the office should utilize the strategy that works best. If done via email or text, a link can be provided for the client to utilize to ensure sufficient data capture.

The office may also consider using incentives to encourage survey participation if allowable. These can be direct gift cards for survey completion or the entering into a raffle for a few awards.

Survey responses should be anonymous and kept confidential to the public defender's office unless prior authorization for utilization and dissemination is sought. Upon completion of the survey, the responses should be calculated and summarized for review.