



Goals & Objectives

FY 2024-2025 Biennium

MISSION

Providing the most compassionate and expert defense of clients and the Constitution

VISION

Creating expert teams of advocates for justice, bringing respect and dignity to our clients to achieve holistic and equitable outcomes

Objective # 1			Effectively Recruit and Retain Qualified Employees and Contractors			
Goal #	Goal	Strategy #	Strategy	Measure	Timeline	
1.1	Update and Develop Effective Workload Standards for Employees and Contractors	1.1.1	Utilize employee time tracking to validate or update the matter weight hours associated with matter types and/or charges	Semi-annual validations and adjustment to matter weight hours based on employee time tracking data	First review Q4, FY 2023 and validations/adjustments in Q2 FY 2024, Q4 FY 24, Q2 FY 25, Q4 FY 25	
		1.1.2	Develop and implement data-backed processes, procedures, criteria, tools, or other resources to measure and manage attorney workloads more effectively and accurately	Deployment of new tools and resources to manage attorney workloads more effectively on reoccurring basis	On-going effort with routinely developed deliverables as part of a continuous improvement cycle	
		1.1.3	Develop and implement workload standards for investigators, case managers, and administrative staff in client facing roles	Implementation of workload standards for non-attorney client facing roles	On-going effort with routinely developed deliverables as part of a continuous improvement cycle	
		1.1.4	Develop and implement effective workload standards for contracted service providers	Development and implementation of contracted services workload standards	Design to begin in Q1 FY 2024, pilot starting Q3 FY 2024, initial implementation by end of FY 2024	
1.2	Ensure Appropriate Employee Pay and Contractor Compensation	1.2.1	Ensure implemented budget is appropriate and flexible enough to adjust to ever-changing market circumstances that affect OPD's ability to hire and retain employees and to effectively leverage contracted services	Implementation of a budget that can accommodate competitive wages for FTE attorneys at or exceeding 85% of DLI's market rate for attorneys, allows for competitive contracted services rates, and is flexible enough to shift resources between FTE and contracted services and adjust associated rates as necessary.	2023 Legislative Session	
		1.2.2	Ensure collective bargaining agreement provides the framework to effectively incentivize retention, increased workload, increased duties, or other reasonable efforts to recruit and retain employees.	Implementation of a CBA with the Union that appropriately allows for effective recruitment and retention of employees.	End of FY 2023	
		1.2.3	Develop and implement novel contracting solutions that provide consistent, steady benefits to OPD and contractors.	Implementation of new contracting models, solutions, or tools	On-going effort with routinely developed deliverables as part of a continuous improvement cycle	
1.3	Ensure Agency Managers are Effective	1.3.1	Provide robust management training on regular basis for agency managers focusing on supervisor, accountability, motivation, mentoring, and other manager specific topics	Managers trainings occur	Managers Trainings to be conducted: Q2 FY 2024, Q4 FY 24, Q2 FY 25, Q4 FY 25	
		1.3.2	Standardize business process across agency to ensure effective operations and accountability	Implementation of standardized business processes with always-up-to-date documentation available	Case Management SOPs to be adopted no later than Q1 FY 24 with other SOPs/Documentations coming every quarter thereafter throughout the biennium	
		1.3.3	Ensure agency managers have effective communication tools, meeting cadence, and other resources to allow for feedback looping with all employees	Implementation of new communication tools, standards, or resources, setting appropriate expectations on managers, and holding managers accountable for their communications	On-going effort with routinely developed deliverables as part of a continuous improvement cycle	
1.4	Implement a robust recruitment plan	1.4.1	Develop an agency-needs-based recruitment plan seeking and hiring candidates where they are most needed	Implementation of formal recruitment plan	On-going effort with routinely developed deliverables as part of a continuous improvement cycle. Formal plan development beginning in Q4 FY 2023 with implementation by end of FY 2024.	
		1.4.2	Build on success of third-year law student recruitments through additional engagements with law schools and other stakeholders to identify and target likely candidates	Successful recruitments to address vacant positions in agency	On-going effort with routinely developed deliverables as part of a continuous improvement cycle, with class of Fall 2023 already completed. Fall 2024 class recruitment to start Fall 2023	

Objective # 2			Creating and Supporting Expert Defense Teams			
Goal #	Goal	Strategy #	Strategy	Measure	Timeline	
2.1	Provide formalized mentor program	2.1.1	Develop and implement formalized mentor program by role and specialization	Implementation of formal mentor program planning by role and specialization	Formal plan development beginning in Q1 FY 2024 with initial implementation by end of FY 2024.	
		2.1.2	Develop and implement specialized training paths by role and specialization	Implementation of formal training program planning by role and specialization	Formal plan development beginning in Q1 FY 2024 with initial implementation by end of FY 2024.	
2.2	Provide robust practice tools and resources	2.2.1	Develop and implement practice standards, best practices, and practice resources by matter type and role within the agency	Implementation of standards, practices tools, and resources, by matter type and role	Initial review/updates by end of FY 2023, then review/updates in Q2 FY 2024, Q4 FY 24, Q2 FY 25, Q4 FY 25	
		2.2.2	Develop framework to ensure consistent, standardized, legal, investigative, and support resources available to offices and clients regardless of location	Implementation of litigation support services framework	Development to begin Q4 FY 23 with initial implementation by end of FY 24	
2.3	Provide robust Client Stabilization Services Program	2.3.1	Develop framework to ensure consistent, standardized client stabilization services are available to offices and clients regardless of location; obtain AmeriCorps Planning Grant to assist in process	If OPD receives AmeriCorps grant, Implementation of client stabilization services framework	If OPD receives AmeriCorps Grant, then development to begin Q4 FY 23 with initial implementation by end of FY 24	
Objective # 3			Utilizing Technology in Public Defense and the Justice System			
Goal #	Goal	Strategy #	Strategy	Measure	Timeline	
3.1	Utilize data to educate and inform stakeholders across the justice system	3.1.1	Provide accurate, informative, effective data and reports regarding OPD's operations to justice system stakeholders	Uses of OPD data in communications/reporting	On-going effort with routinely developed deliverables as part of a continuous improvement cycle	
		3.1.2	Obtain relevant data from other stakeholders to create datasets, reports, or other information to ensure OPD's narrative is properly understood and explained in context	Uses of OPD data combined with other stakeholder's data in communications and reporting	On-going effort with routinely developed deliverables as part of a continuous improvement cycle	
3.2	Support integrated justice system data efforts	3.2.1	Support integrated justice system bills, participate in discussions, and provide information	OPD's support for integrated justice system efforts	2023 Legislative Session	
		3.2.2	Collaborate with executive agencies to seek alignment on integrated justice system efforts and deliverables	Multi-agency support for integrated justice system efforts or other integrations to improve efficiency and effectiveness of OPD's operations	On-going effort with routinely developed deliverables as part of a continuous improvement cycle	
3.3	Improve platform user experience and reduce burden of platform usage and data entry	3.3.1	Develop and implement new processes, tools, and resources to reduce the burden case management, time keeping, administration, use management, security access, and other processes across platforms	Deployment of new processes, tools, and resources to OPD's platforms that ease the burden of case management/data entry	On-going effort with routinely developed deliverables as part of a continuous improvement cycle	
		3.3.2	Develop and implement new processes and tools to expand the functionality of OPD's platforms	Deployment of new processes, tools, and resources to OPD's platforms	On-going effort with routinely developed deliverables as part of a continuous improvement cycle	
3.4	Ensure robust agency data management	3.4.1	Ensure OPD's platforms effectively enforce data controls, alert to exceptions, and ensure data is accurate and reliable	Reduction in number of exceptions identified, fewer caveats on usages of OPD's data	On-going effort with routinely developed deliverables as part of a continuous improvement cycle	
		3.4.2	Ensure OPD's data structure is capable of answering questions, producing datasets, and generally supporting OPD's operational and strategic decision making	Reduction in instances where OPD is unable to provide data requested or required	On-going effort with routinely developed deliverables as part of a continuous improvement cycle	

Objective # 4			Providing Client-Centered Representation			
Goal #	Goal	Strategy #	Strategy	Measure	Timeline	
4.1	Provide effective representation of OPD Clients	4.1.1	Ensure OPD provides attorneys to clients in a timely manner	Reduce delays in assignment of counsel due to insufficient staffing levels and ensure that clients have been served regardless of any delay in assignment of trial counsel	On-going effort with routinely developed deliverables as part of a continuous improvement cycle	
		4.1.2	Ensure OPD attorneys and contract attorneys are trained, competent, supported, and have appropriate resources	Reduce the number of valid case-related client complaints, IAC claims, ODC claims, and other measures of client satisfaction	On-going effort with routinely developed deliverables as part of a continuous improvement cycle	
		4.1.3	Ensure that OPD is providing counsel at initial appearances throughout the State	Increase the number of initial appearance courts that are staffed by OPD attorneys or contract for initial appearances services	On-going effort with routinely developed deliverables as part of a continuous improvement cycle	
4.2	Improve communication with clients	4.2.1	Ensure clients have effective communications with OPD attorneys and staff and develop and deploy new tools as necessary	Increase communication tools available to OPD clients by working with DOC, local jails, treatment providers, and other facilities to ensure clients have meaningful access to effective communications with OPD; reduce the number of valid client complaints based on lack of communication	On-going effort with routinely developed deliverables as part of a continuous improvement cycle	
		4.2.2	Ensure clients have accurate contact information for their attorneys, OPD staff, and contractors	Reduce the number of client complaints related to contact with counsel and contractors	On-going effort with routinely developed deliverables as part of a continuous improvement cycle	
4.3	Increasing Expertise and Representation in Civil Matters	4.3.1	Develop and implement a Civil Bureau, Unit, or structure within the Public Defender Division to improve the quality of representation in civil matters (DNs, DGs, DDs, DIs) throughout the State and improve relationship with other civil focused stakeholders which will benefit the clients	Implementation of the Civil Bureau or Unit	End of FY 2024	