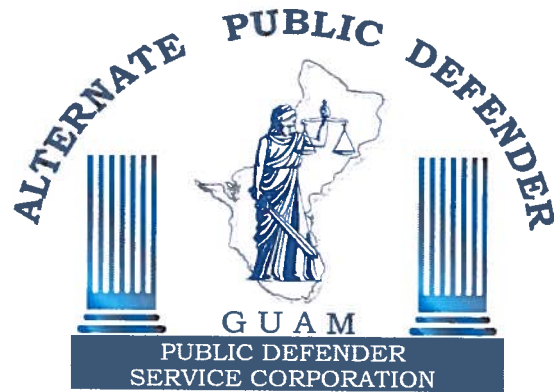


STRATEGIC PLAN 2015-2018



**PUBLIC DEFENDER SERVICE CORPORATION
AND
ALTERNATE PUBLIC DEFENDER**

OCTOBER 2015

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The following resource materials are available up request:

1. Survey Results
2. External trends
3. Internal trends

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2015-2018 Strategic Plan

Section 1: Overview

The Public Defender Service Corporation (PDSC) and the Alternate Public Defender (APD) embarked on a comprehensive strategic planning process in 2015. Building on previous planning efforts, this process included a survey of justice system partners (including members of the Judiciary and the Office of Attorney General), clients, and all staff. It also included forming an internal planning team that met in July 2015 to analyze trends and the survey results, conduct an organizational assessment, and develop strategies for making improvements.

This Strategic Plan sets forth important priorities the PDSC and APD will focus on in the coming years. It will serve as a compass for making key service and organizational improvements. It includes:

- The mission, vision, and core values of the PDSC/APD;
- A brief summary of the trends analysis;
- A summary of the organizational assessment, including the survey results; and
- The strategic focus areas, long-rang goals, and objectives.

See the Companion Document – *Annual Strategic Projects* – for a list of the priorities for the Offices.

Section 2: Mission, Vision, and Core Values

The mission, vision, and core values of the PDSC and APD are presented in this section. The mission defines the purpose of the offices; why they exist. The vision conveys an ideal future; what the organizations will do or look like when performing at their best. The core values set forth the fundamental attitudes, beliefs, and behaviors embraced by the PDSC and APD; the core values will guide day-to-day actions of all attorneys and staff.

Mission of the PDSC and APD:

The PDSC and APD ensure equal access to justice and the protection of individual rights by providing legal representation and services to persons who cannot afford a private attorney.

Vision of the Future:

The PDSC/APD provides the best legal representation and services to those in need. Our professional and dedicated staff are outstanding advocates for our clients, people in need of legal services, and a just society.

“Pursuing Excellence.....always!”

Core Values:

- Respectful
- Responsive
- Efficient
- Innovative
- Collaborative

Section 3: Trends Analysis

The Planning Team reviewed and analyzed a variety of external and internal trends as part of the strategic planning process. The external trends included: social and demographic, economic, polity and political, technological, and justice system trends. Internal trends included caseloads, workload, number and age of staff, and funding levels.

Below are the projected short and long-term implications of the many trends on the PDSC and APD.

Implications of Trends:

1. Guam’s population is growing and becoming increasingly diverse. Additionally, the cost of living and unemployment are high on Guam. Consequently, there is a high need for legal representation and services for indigent people from many different cultures. The PDSC and APD are having difficulties meeting the demand.
2. The types of cases and the workloads of the PDSC and APD also are changing. The cases are more complex and clients and their families are in need of more services including language assistance, counseling, mental health and substance abuse treatment, housing, and education

to name a few. Additional evidence-based and effective programs and services are needed throughout the justice system and community to meet the needs of clients and families.

3. The number of jury trials on Guam is high and increasing unlike the trend on the US mainland where the number of jury trials is declining. A high number of jury trials is taxing for PDSC/APD attorneys. Attorneys lack the staff support from paralegals and/or litigation specialists to assist with a high number of jury trials.
4. The justice system must enhance its use of automation and technology to manage cases in real time, enhance access to case information and services, and increase efficiency and effectiveness. Likewise, the PDSC and APD need to better utilize automation and technology to enhance service delivery, educate clients, and increase efficiencies. There is a high need for integrated systems on Guam. Additionally, the PDSC and APD need to enhance data integrity and better use data to demonstrate workload and services provided, and to make informed operational and budgetary decisions.
5. The knowledge, skills, and abilities needed by attorneys and staff are changing and evolving. New skill sets are needed as laws and procedures change, evidence-based programs and services emerge, technology changes, and the composition of the workforce changes. Ongoing training and development are needed for staff at all levels to ensure attorneys and staff remain competent and skilled in their respective areas.
6. To best serve clients, the PDSC and APD need adequate resources including sufficient numbers of attorneys and staff, the right complement of staff, space, technology, security, and equipment. Resources currently are insufficient to meet the needs and/or provide the highest quality of services to clients.
7. More communication and collaboration are needed with external partners to enhance the justice system ensuring it is accessible, fair, timely, and effective. Together justice system partners can collaborate to solve common system-related problems, improve the process, reduce unnecessary delay, hold offenders accountable, protect the public, and protect the rights of the accused.

Section 4: Organizational Assessment

In late May/early June 2015, external partners (e.g., attorneys, law enforcement, service/treatment providers and other non-profit groups), judicial officers and court staff, staff of the Public Defender Service Corporation and Alternate Public Defender, and OAG attorneys/staff were surveyed. The purpose was to gather information from frequent users of the justice system for use in the strategic planning processes. The survey included questions about the criminal justice system as a whole as well as each of the individual entities: Judiciary, Office of Attorney General, and Public Defender Service Corporation/Alternate Public Defender.

Below is a summary of the survey results relative to the entire criminal justice system and specific to the PDSC/APD.

2015 Strategic Planning Survey Results

1. Biggest challenges/emerging issues facing the Criminal Justice System. Increasing crime was deemed the biggest challenge/emerging issue facing the criminal justice system in the next 2 years across all survey groups. The time it takes to resolve legal matters/cases, conditions at DOC, increasing demand for legal assistance and services, and efficient internal operations also were rated as significant challenges facing the justice system.
2. Most wanted enhancements to the Criminal Justice System. Improving/adding new treatment services and programs, implementing model/alternative practices, and enhancing the use of technology/implementing integrated systems were the most wanted enhancements across all survey groups. Examples in each of these areas are provided in the chart below.

**Most Wanted Enhancements to the CJS in the Next 2 Years
– Examples in Each Area**

	Examples of Suggestions in Each Area
Improve/Add New Treatment Services and Programs	<ul style="list-style-type: none"> • Mental health; sex offender; drug/alcohol; inpatient and outpatient services; rehabilitation; family violence.
Implement Model/Alternative Practices	<ul style="list-style-type: none"> • Specialty courts; evidence based practices; jury reform; reentry programs; restorative justice; juvenile justice reform; alternative sentencing.
Enhance Use of Tech/Integrated Systems	<ul style="list-style-type: none"> • Real time access; upgraded systems; e-filing; access to other data bases such as fire arms and motor vehicle.
Strengthen Law Enforcement, Probation, Supervision	<ul style="list-style-type: none"> • More house arrests; strengthen in home inspections and supervision; improve probation.
Increase Legal Services/Court Services	<ul style="list-style-type: none"> • Services for victims; increase investigations; improve access; translation; and mediation/conflict resolution
Increase CJS Resources/Infrastructure	<ul style="list-style-type: none"> • Increase number of judges; improve staffing levels; improve parking; improve jail; increase pay; need a mental health facility and crime lab.
Timely Resolution/Improved Scheduling/Efficient Procedures	<ul style="list-style-type: none"> • Improve scheduling; reduce time to get orders; improve procedures; change/eliminate time standards; increase internal efficiencies.
Provide More Services/Prevention	<ul style="list-style-type: none"> • Prevention; early intervention; social work, community service; education; counseling for victims; services for children.

Greatest strengths of the PDSC/APD. Attorneys and staff of the PDSC/APD were identified as the Offices greatest strength, according to survey respondents. Additional strengths mentioned most frequently included the quality of service provided by the Offices such as protecting rights and effective advocacy. Finally, trial practices and preparedness of some attorneys and the work environment/teamwork were also noted as strengths by Judiciary respondents and PDSC/PD respondents respectively.

3. Ratings on Key Performance Categories:

- Quality of Representation – All survey groups rated the PDSC/APD highly on quality of representation. Clients rated the quality of representation the highest and external partners rated this area the lowest.

Clients rated the PDSC/APD highest on: (1) attorneys explaining things in a way that they can understand what is going on in their case and (2) my attorney used and interpreter to help me understand (if I needed one). The lowest rated item by clients was: My attorney returns my phone calls in a reasonable amount of time.

Other areas rated highly by justice system respondents included: (1) attorneys treat their clients with respect; (2) attorneys address complex legal issues; and (3) attorneys are knowledgeable of the law. The lowest rated item by justice system respondents was: Attorneys spend enough time with their clients.

- Communication – The Office of Attorney General and Judiciary rated the PDSC/APD highest on keeping partners/stakeholders informed of changes that affect them. Other external partners rated the PDSC/APD lower in this area.

4. Most wanted changes/enhancements to the PDSC/APD. The two charts below show what survey groups most want the PDSC/APD to change or improve in the future. The first chart presents the rank order of suggested changes and improvements. The second chart provides examples of comments in each of the improvement categories.

Most Wanted Changes and Improvements from the PD/APD in the Next 2 Years¹ (rank order by most frequently mentioned)

	External Partners (n=85)	Judges/ Staff (n=284)	OAG Staff (n=119)	PDSC/ APD Staff (n=67)	Clients (n=117)
Trial Practices: Better Prep., Accuracy, & Client Contact (meet in advance, More Comm, Present at Hearings)	1	1	2		1
Staffing Levels	2	2		2	
Access/Customer Service (Keep informed, follow-through, return calls)	3		1		2
Timeliness/File in Advance		2			
Better Leadership/Management				1	
Work Env./Teamwork/Communication/ Morale				3	

¹ This was a multiple response, open-ended question; respondents were asked to type in the top 2 changes/improvements wanted.

Most Wanted Changes and Improvements from the PD/APD in the Next 2 Years

	Examples
Trial Practices: Better Prep., Accuracy, & Client Contact (meet in advance, More Comm, Present at Hearings)	<ul style="list-style-type: none"> Prepare in advance; meet with clients in advance; better communication with clients; spend more time with clients; improve knowledge of cases prior to court hearings; attend meetings involving your clients.
Staffing Levels	<ul style="list-style-type: none"> Need more staff; need more attorneys, support staff, secretaries, investigators, etc.
Access/Customer Service (Keep informed, follow-through, return calls)	<ul style="list-style-type: none"> Return phone calls; provide contact information; better communication; follow-through;
Timeliness/File in Advance	<ul style="list-style-type: none"> File documents in advance; submit evidence in advance of trials; negotiate with AG's office outside of the courtroom; inform clients of pleas, negotiations, trials in a timely manner.
Better Leadership/Management	<ul style="list-style-type: none"> Strengthen leadership; enforce rules; increase consistency and fairness; provide performance evaluation; hold everyone accountable; lead by example; better communication.
Work Env./Teamwork/Communication/Morale	<ul style="list-style-type: none"> Improve relations with staff; enhance communication/ provide updates (staff meetings); improve morale; enhance teamwork.

Following an analysis of the survey results, the Planning Team completed the organizational assessment by summarizing the overall strengths and weaknesses of the PDSC and APD.

Strengths	Areas for Improvement/Weaknesses
<ol style="list-style-type: none"> High level of commitment to the mission of the Offices Knowledgeable, professional, and passionate employees – attorneys and staff Quality of representation (e.g., rights are protected, effective advocates) Quality of customer/client services (e.g., clients are treated respectfully and courteously) Client satisfaction Teamwork High levels of satisfaction with jobs 	<ol style="list-style-type: none"> Trial practices and preparation (e.g., early preparation, spending enough time with clients) Timely communication with clients/external partners (e.g., returning phone calls, early client contact) Internal communication and follow-through Clear job expectations Staff morale – giving a voice, listening to suggestions, involving in changes, lack of performance feedback and staff recognition Inadequate staffing levels Inadequate space/supplies/equipment Legal training for secretaries/legal clerks Accountability Public awareness of mission/vision of PDSC and APD

Section 5: Strategic Focus Areas (SFAs), Goals, and Objectives

Below are the strategic focus areas, long-range goals, and objectives of the Public Defender Service Corporation (PDSC) and the Alternate Public Defender (APD). The strategic focus areas are large, fundamentally important areas that must be addressed in the future for the organizations to fulfill their mission and work toward their vision of the future.

**Strategic Focus Areas (SFAs)
(2015)**

1. Enhance Governance/Independence
2. Enhance and Expand Services
3. Improve Internal Operations and Efficiency
4. Strengthen Public Relations and Public Policy
5. Strengthen Employee Development and Satisfaction

Strategic Focus Area #1: Enhance Governance/Independence

Description: The Public Defender Service Corporation (PDSC) sees the need to achieve an independent governance structure, a principle embraced and recommended for public defense organizations by the American Bar Association. Independence is needed to ensure fair and equal representation for the people of Guam, eliminating potential conflicts of interest with the Judiciary.

Currently, according to Guam law, the PDSC is governed by a Board of Trustees, which includes members of the Judiciary. Potential conflicts of interest exist due to the current structure and composition of the governing board. Changes are needed that will ensure the PDSC is independent in providing legal representation and services to indigent people on Guam.

Long Range Goals and Objectives

Goal 1: The PDSC provides fair and equal representation without potential conflicts of interest with the Judiciary.

Objective 1: Educate and communicate the need for independence.

Objective 2: Build support for changing the governance structure and Board composition.

Objective 3: Pursue legislative changes.

The PDSC/APD's 2015-2016 strategic projects are listed in the companion document – *Annual Strategic Projects*.

Strategic Focus Area #2: Enhance and Expand Services

Description: The Public Defender Service Corporation (PDSC) and the Alternate Public Defender (APD) are committed to providing the highest quality of legal representation and services to clients and people in need of legal services. To meet the evolving and growing needs of indigent people, the PDSC/APD must enhance and expand services. Currently, demand for services exceeds availability. To best serve our clients and fulfill our mission and vision of the future, the PDSC/APD must provide additional services, either directly or through referrals to other providers.

Based on client survey results, the following improvements are needed:

1. Improve the client experience, such as:
 - Improve access to information and attorneys (e.g., returning phone calls; access to attorneys)
 - Improve communication with clients – two-way communication
 - Strengthen cultural awareness and understanding
 - Use existing and emerging technologies
 - Provide timely and responsive service to clients
 - Need to interface with CJS systems (e.g., JustWare)
2. Improve legal advocacy and representation in Court, which includes:
 - Implement best practices for pre-trial services
 - Respond to clients in a timely manner and follow-through
 - Meet with clients in advance
 - Improve trial preparation
 - Expand knowledge of the law
 - Be present at court hearings
 - Better educate the client and communicate expectations of the office

The Planning Team also identified a variety of new or expanded services needed to best serve clients. They include:

1. Civil and appellate divisions and services;
2. Language assistance; and
3. Referrals to community treatment and service providers/partners for drug and alcohol, mental health, housing, parenting, workforce training, education, etc.

To bolster services as described above, the PDSC and APD need sufficient resources such as adequate staffing levels; the right complement of staff (e.g., paralegals); and requisite facilities/work space, and equipment/technology.

Long Range Goals and Objectives

Goal 1: The PDSC/APD will provide the highest quality of legal services to clients.

Objective 1: Treat clients and family members respectfully and courteously.

Objective 2: Provide timely and responsive service to clients and family members.

Objective 3: Educate and inform clients/family members about the legal process.

Objective 4: Increase and demonstrate cultural awareness and understanding.

Goal 2: The PDSC/APD will provide the best legal representation/advocacy to our clients.

Objective 1: Increase access to information from other agencies.

Objective 2: Increase early contact with clients.

Objective 3: Streamline pre-trial services.

Objective 4: Use existing and emerging technologies.

Objective 5: Educate clients on expectations and rights.

Objective 6: Develop standards for adult/criminal offenses.

Goal 3: The PDSC/APD will provide expanded services that meet the needs of clients/community.

Objective 1: Collaborate with partners to improve referral services and provide needed services (e.g., treatment, counseling, housing, education, etc.)

Objective 2: Provide mandated civil legal services.

Objective 3: Increase access to or provide language assistance.

Goal 4: PDSC and APD will acquire sufficient resources to provide effective legal representation and expand services.

Objective 1: Secure adequate staffing levels.

Objective 2: Secure appropriate staffing complement.

Objective 3: Secure adequate facilities and space in locations convenient to the Court and clients.

A list of the PDSC/APD's annual strategic projects is provided in the companion document – *Annual Strategic Projects*.

Strategic Focus Area #3: Improve Internal Operations and Efficiency

Description: The PDSC and APD are committed to providing services efficiently, effectively, and fairly. To do so, it is essential to improve internal operations. This includes clarifying roles, responsibilities, and expectations based on evolving client and internal needs, modifying policies and procedures, and using advancements in technology.

Improvements are needed in the following areas:

1. Define clear roles and expectations of attorneys and staff and increase accountability.
2. Update duties and responsibilities.
3. Review and streamline current written procedures.
4. Standardize processes and workflow (e.g., create work-flow charts).
5. Implement and communicate changes of procedures and processes.
6. Demonstrate the value of processes and procedures.
7. Use technology to enhance efficiency.
8. Improve data integrity and presentation including:
 - o Fully utilize ABACUS case management system.
 - o Re-evaluate and establish common definitions (e.g., case type, client type, case status).
 - o Re-evaluate and establish relevance of data inputted and collected.
 - o Track outcomes for trend analysis and enhancement of services.
 - o Provide training to establish unified procedures to maintain data integrity.

Long Range Goals and Objectives

Goal 1: Internal operations of the PDSC and APD are efficient and effective.

Objective 1: Improve communication between management and employees.

Objective 2: Use existing and emerging technologies.

Objective 3: Update and communicate roles, responsibilities, and expectations of attorneys and staff.

Objective 4: Define, standardize, and streamline processes and workflow.

Objective 5: Reduce duplication.

Goal 2: The PDSC and APD will have quality data that accurately conveys the work and needs of the Offices.

Objective 1: Expand, focus, or revamp data categories to reflect actual work completed/productivity.

Objective 2: Collect data to better distribute work and allocate resources.

Objective 3: Define and track outcomes for trends analysis and enhancement of services.

Objective 4: Establish protocol for common standard definitions used in/for data collection.

Objective 5: present data in a meaningful/relevant way. (tell story).

See the Companion document – *Annual Strategic Projects* – for a list of the strategic projects in this strategic focus area.

Strategic Focus Area #4: Strengthen Public Relations and Public Policy

Description: Enhancing and strengthening community outreach and public education are needed for the island community to understand the work of the PDSC/APD. Increasing public awareness will ensure the people of Guam appreciate and value the important services provided by the PDSC/APD.

Influencing public policy also is important in the future. The PDSC/APD will foster positive legislative relations and activities related to the work of the offices. The PDSC/APD need to be vigilant in influencing and tracking public policy and legislation that will impact our island and client community ensuring a just society.

Finally, the PDSC/APD will enhance collaborations with justice system partners (e.g., Judiciary, OAG) to benefit the justice system. Doing so will result in:

1. Improved image of the justice system and each agency.
2. Improved efficiencies and more cost effective operations.
3. Better services to the people.
4. Better – fair and successful – case outcomes.

Long Range Goals and Objectives

Goal 1: The PDSC/APD will inform and educate the community about indigent legal services provided by the offices.

Objective 1: Improve accessibility to information.

Objective 2: Increase interaction with the public/island community.

Goal 2: The PDSC/APD will positively influence public policy related to the rights and legal needs of indigent persons, and to foster a just society.

Objective 1: Develop a practice of communication between PDSC/APD and policy makers.

Objective 2: Provide policy makers with necessary information to make sound and fair public policy that protects the rights, and meets the needs, of people.

Objective 3: Advocate on general issues that affect and improve conditions for clients.

Goal 3: The PDSC/APD will communicate and collaborate with external partners to make system and process improvements.

Objective 1: Increase participation in and cooperation with the Judiciary's improvement initiatives.

Objective 2: Develop forums to meet and exchange information, solve common justice system problems, and improve the criminal justice system process.

See the Companion Document for a list of 2015-2016 strategic projects in this SFA.

Strategic Focus Area #5: Strengthen Employee Development and Satisfaction

Description: PDSC and APD are committed to providing quality, effective, and efficient legal representation. Developing skilled professionals and dedicated and satisfied staff are vitally important to achieving our mission and vision of the future. Identified areas for improvement based on survey results include:

1. Provide needed training and education to increase knowledge, skills, and abilities of employees (i.e., attorneys and staff).
2. Provide developmental opportunities for career growth.
3. Prepare for next generation of leaders and managers ensuring continuity and effectiveness of the offices.
4. Improve internal and external communication within and across agencies, between levels, and from top to bottom.
5. Improve internal policy development and implementation.
6. Foster relationships and improve communication between management and employees (e.g., disseminating information, keeping employees informed).
7. Recognize and value employees.
8. Seek and listen to opinions of employees.
9. Provide informal and ongoing performance feedback.
10. Improve the formal performance evaluation process (e.g., provide formal performance appraisals, set annual goals)
11. Provide employees with the resources and equipment/technology to do their jobs well.

Long Range Goals and Objectives

Goal 1: All PDSC/APD employees have the knowledgeable, skills, and abilities to perform highly.

Objective 1: Train employees at all levels.

Objective 2: Provide employees with on-the-job opportunities to learn, grow, and develop.

Objective 3: Develop the next generation of leaders/managers.

Goal 2: The PDSC/APD will foster a positive and satisfying work environment.

Objective 1: Enhance relationships between management and employees.

Objective 2: Enhance communication between management and employees.

Objective 3: Recognize and reward employees based on merit/performance/accomplishments.

Objective 4: improve performance management/feedback system.

Objective 5: increase opportunities for employee input and involvement in making internal and service improvements.

Objective 5: Provide resources, equipment, and technology to do jobs/work well.

Objective 6: Maximize career growth opportunities.

A list of the PDSC/APD's strategic projects are presented in the Companion Document – *Annual Strategic Projects*.

ANNUAL STRATEGIC PROJECTS

2015-2016

Companion to the 2015-2018 Strategic Plan

PUBLIC DEFENDER SERVICE CORPORATION

AND

ALTERNATE PUBLIC DEFENDER

OCTOBER 2015

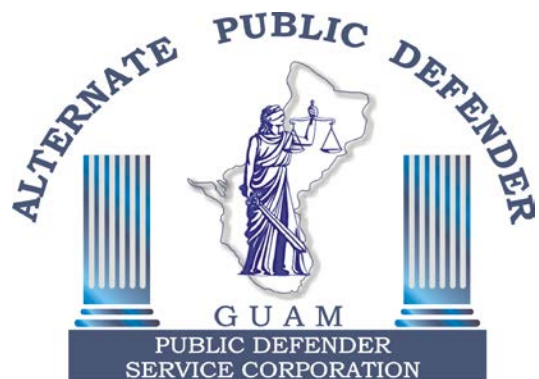


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SEA C. ALVAREZ Investigator II Public Defender Service Corporation	

2015-2016 Strategic Projects

Section 1: Overview

The Public Defender Service Corporation (PDSC) and the Alternate Public Defender developed a strategic plan in 2015. Also identified were annual strategic projects. This companion document presents the 2015-2016 strategic projects for the Offices.

Section 2: Mission, Vision, and Core Values

Below are the PDSC/APD's mission, vision, and core values.

Mission of the PDSC and APD:

The PDSC and APD ensure equal access to justice and the protection of individual rights by providing legal representation and services to persons who cannot afford a private attorney.

Vision of the Future:

The PDSC/APD provides the best legal representation and services to those in need. Our professional and dedicated staff are outstanding advocates for our clients, people in need of legal services, and a just society.

"Pursuing Excellence.....always!"

Core Values:

- Respectful
- Responsive
- Efficient
- Innovative
- Collaborative

Section 3: Strategic Focus Areas (SFAs), Goals, and Objectives

Below are the strategic focus areas, long-range goals, and objectives of the Public Defender Service Corporation (PDSC) and the Alternate Public Defender (APD). The strategic focus areas are large, fundamentally important areas that must be addressed in the future for the organizations to fulfill their mission and work toward their vision of the future. Also included are the Annual Strategic Projects for the offices.

Strategic Focus Areas (SFAs) (2015)
<ol style="list-style-type: none">1. Enhance Governance/Independence2. Enhance and Expand Services3. Improve Internal Operations and Efficiency4. Strengthen Public Relations and Public Policy5. Strengthen Employee Development and Satisfaction

Strategic Focus Area #1: Enhance Governance/Independence

Long Range Goals and Objectives

Goal 1: The PDSC provides fair and equal representation without potential conflicts of interest with the Judiciary.

Objective 1: Educate and communicate the need for independence.

Objective 2: Build support for changing the governance structure and Board composition.

Objective 3: Pursue legislative changes.

2015-2016 Strategic Projects

Strategic Focus Area #1: Enhance Governance/Independence	Person/ Group Responsible
1. Draft Legislation to change the composition of the Board and circulate to stakeholders	Eric Miller
2. Meet with stakeholders and lobby for passage	Eric Miller

Strategic Focus Area #2: Enhance and Expand Services

Long Range Goals and Objectives

Goal 1: The PDSC/APD will provide the highest quality of legal services to clients.

- Objective 1: Treat clients and family members respectfully and courteously.
- Objective 2: Provide timely and responsive service to clients and family members.
- Objective 3: Educate and inform clients/family members about the legal process.
- Objective 4: Increase and demonstrate cultural awareness and understanding.

Goal 2: The PDSC/APD will provide the best legal representation/advocacy to our clients.

- Objective 1: Increase access to information from other agencies.
- Objective 2: Increase early contact with clients.
- Objective 3: Streamline pre-trial services.
- Objective 4: Use existing and emerging technologies.
- Objective 5: Educate clients on expectations and rights.
- Objective 6: Develop standards for adult/criminal offenses.

Goal 3: The PDSC/APD will provide expanded services that meet the needs of clients/community.

- Objective 1: Collaborate with partners to improve referral services and provide needed services (e.g., treatment, counseling, housing, education, etc.)
- Objective 2: Provide mandated civil legal services.
- Objective 3: Increase access to or provide language assistance.

Goal 4: PDSC and APD will acquire sufficient resources to provide effective legal representation and expand services.

- Objective 1: Secure adequate staffing levels.
- Objective 2: Secure appropriate staffing complement.
- Objective 3: Secure adequate facilities and space in locations convenient to the Court and clients.

2015-2016 Strategic Projects

Strategic Focus Area #2: Enhance and Expand Services (blue dot = 1 point; red dot = 2 points)	Person/ Group Responsible
1. Create introductory pamphlets to answer basic questions. (FAQs)	Shannel – Team Leader Randy Stacey Suresh Cathy Felicia Richard Julie
2. Work with probation and Judiciary to gain access to client information.	
3. Create a standard information card to be given to each client.	
4. PDSC/APD attorneys should be present at Magistrate’s Hearings.	Eric Miller Annie Gayle
5. Work with partners (UOG, GCC) to provide language assistance to clients (e.g., provide credit).	Action Team – names listed above
6. Create feedback cards.	

Strategic Focus Area #3: Improve Internal Operations and Efficiency

Long Range Goals and Objectives

Goal 1: Internal operations of the PDSC and APD are efficient and effective.

- Objective 1: Improve communication between management and employees.
- Objective 2: Use existing and emerging technologies.
- Objective 3: Update and communicate roles, responsibilities, and expectations of attorneys and staff.
- Objective 4: Define, standardize, and streamline processes and workflow.
- Objective 5: Reduce duplication.

Goal 2: The PDSC and APD will have quality data that accurately conveys the work and needs of the Offices.

- Objective 1: Expand, focus, or revamp data categories to reflect actual work completed/ productivity.
- Objective 2: Collect data to better distribute work and allocate resources.
- Objective 3: Define and track outcomes for trends analysis and enhancement of services.
- Objective 4: Establish protocol for common standard definitions used in/for data collection.
- Objective 5: present data in a meaningful/relevant way. (tell story).

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Strategic Focus Area #3: Improve Internal Operations and Efficiency (blue dot = 1 point; red dot = 2 points)	Person/ Group Responsible
1. Create uniform standards for ABACUS	Janet–Team Leader
2. Update and/or implement standard operating procedures	JT
3. Improve definition and collection of data	Ken
4. Train staff on new procedures	Vanessa
	Sea
	Ellie
5. Improve client contact	Steven
	Joey
	Mike

Strategic Focus Area #4: Strengthen Public Relations and Public Policy

Long Range Goals and Objectives

Goal 1: The PDSC/APD will inform and educate the community about indigent legal services provided by the offices.

Objective 1: Improve accessibility to information.

Objective 2: Increase interaction with the public/island community.

Goal 2: The PDSC/APD will positively influence public policy related to the rights and legal needs of indigent persons, and to foster a just society.

Objective 1: Develop a practice of communication between PDSC/APD and policy makers.

Objective 2: Provide policy makers with necessary information to make sound and fair public policy that protects the rights, and meets the needs, of people.

Objective 3: Advocate on general issues that affect and improve conditions for clients.

Goal 3: The PDSC/APD will communicate and collaborate with external partners to make system and process improvements.

Objective 1: Increase participation in and cooperation with the Judiciary's improvement initiatives.

Objective 2: Develop forums to meet and exchange information, solve common justice system problems, and improve the criminal justice system process.

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Strategic Focus Area #4: Strengthen Public Relations	Person/ Group Responsible
1. Create a public policy watch dog	Cathy – Team Leader
2. Conduct a community outreach project	John S.
3. Participate in Criminal Justice System (CJS) improvement projects	Will J.
4. Enhance website (include multiple languages)	Steven
5. Create positive news stories	Robbie Pablo

Strategic Focus Area #5: Strengthen Employee Development and Satisfaction

Long Range Goals and Objectives

Goal 1: All PDSC/APD employees have the knowledgeable, skills, and abilities to perform highly.

- Objective 1: Train employees at all levels.
- Objective 2: Provide employees with on-the-job opportunities to learn, grow, and develop.
- Objective 3: Develop the next generation of leaders/managers.

Goal 2: The PDSC/APD will foster a positive and satisfying work environment.

- Objective 1: Enhance relationships between management and employees.
- Objective 2: Enhance communication between management and employees.
- Objective 3: Recognize and reward employees based on merit/performance/accomplishments.
- Objective 4: improve performance management/feedback system.
- Objective 5: increase opportunities for employee input and involvement in making internal and service improvements.
- Objective 5: Provide resources, equipment, and technology to do jobs/work well.
- Objective 6: Maximize career growth opportunities.

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Strategic Focus Area #5: Strengthen Employee Development and Satisfaction (blue dot = 1 point; red dot = 2 points)	Person/ Group Responsible
1. Create and rollout employee handbook	Bernie – Team Leader
2. Provide internal training for employee growth and development	Judy
3. Create an employee recognition program	Ken
4. Create employee survey and suggestion box	Janet
	Vanessa
	Leona
	Alyssa
	Sea
	Suresh
5. Conduct more frequent staff meetings	John