2023 BIENNIAL GOALS AND OBJECTIVES

MISSION
The mission of the Office of the State Public Defender (OPD) is to provide effective professional legal services with equal access to quality client-centered representation.

VISION
As trained legal professionals we strive to represent our clients in an effective and efficient manner to ensure a more fair and balanced justice system. We are dedicated and committed to improving overall outcomes for our clients and addressing the conditions that led to their involvement with the justice system.

Goal 1
Improve Communications

Objectives
- Conduct periodic communication surveys to address gaps
- Identify communication platforms to create efficient and meaningful communication across the agency

Goal 2
Improve Recruitment and Retention

Objectives
- Keep pay matrices current
- Manage the Learning Management System and create a training library
- Improve caseload/workload distribution
- Implement recruitment incentives
- Provide wellness resources

Goal 3
Improve Agency Operations

Objectives
- Implement new case management system
- Continue to automate business processes to increase efficiencies and data integrity
- Track financial and policy impact of new legislation
- Participate in a multi-agency effort to develop a justice information exchange

We provide effective professional legal services with equal access to quality client-centered representation.
GOALS AND OBJECTIVES BY PROGRAM

PROGRAM 1, Public Defender Division
Goal 1.1
Improve outcomes for parents and children in child welfare cases
   Objective
   • Expand holistic representation and create demonstration site(s) with the Family Justice Initiative using IV-E Funds

Goal 1.2
Evaluate the quality of legal services OPD provides
   Objective
   • Develop a meaningful client complaint system

Goal 1.3
Provide mentorship, training and leadership to lawyers
   Objectives
   • Develop lead attorney positions in child welfare, juvenile and involuntary commitment practice areas.
   • Continue to develop the field attorney mentoring position and evaluate on a regular basis

PROGRAM 2, Appellate Defender Division
Goal 2.1
Reduce backlog of assigned cases
   Objectives
   • Utilize a mixture of FTE, contract and trial resources
   • Share production goals and results

Goal 2.2
Create efficiencies between FTE and contract attorneys
   Objectives
   • Expand case screening procedures
   • Track hourly and case weight performance

PROGRAM 3, Conflict Defender Division
Goal 3.1
Optimize Use of IV-E Money
   Objective
   • Develop multi-disciplinary approach to legal representation in dependent neglect cases.

Goal 3.2
Create efficiencies between FTE and contract attorneys
   Objectives
   • Improve supervision of contractors to better control costs.
   • Maximize caseloads of FTE and efficient contractors
PROGRAM 4, Central Services Division
Goal 4.1
Improve agencywide customer service for employees, clients, and contractors

Objectives
- Implement Service Now internal ticketing system
- Assist in identification and implementation of new case management system
- Expand access to case management system through external portal

PROGRAM 4, Human Resources Division
Goal 4.2
Create a long-term mentoring program

Objectives
- Support the field attorney mentoring pilot project in Program 1
- Evaluate the pilot project and determine sustainability and growth potential

Goal 4.3
Promote work-life balance

Objectives
- Minimize turnover and maintain full staffing
- Work with individual employees to provide appropriate working conditions (telework, part-time work or other solutions) for their unique circumstances
- Analyze data to ensure appropriate caseloads in each division and region