

Strategic Plan for the Office of the State Public Defender

Note: Commission members need to review this Strategic Plan and be prepared to assist with achievable completion dates where possible. All objectives should be measureable and quantifiable.

Mission:

We provide effective assistance of counsel and equal access to justice to financially qualified individuals.

Vision:

Represent our clients with skilled legal teams to assure that justice is served in a fair and balanced manner at a reasonable cost. Work more closely with stakeholders, and enhance public understanding of the importance of preserving fundamental rights for all the citizens of Montana.

The following goals focus attention on the practices that will pursue the vision:

Goals for the Public Defender Commission

- I. Establish a full-time employee position of Executive Director (ED) to be hired by and supervised by the Commission. The ED will oversee all operational aspects of the three existing programs, including budget and resource allocation. The ED will have primary responsibility and authority in legislative matters. The chief public defender, chief appellate defender, and conflicts manager report to the ED.
 - a. Objective: Recruit and hire an Executive Director.

General Goals – These goals apply to the entire agency.

- I. Develop a formula for the most cost effective combination of contract and FTE staff.
 - a. Objective: Gather data from existing sources that show the actual costs of services and map out the results.
 - b. Objective: Contract with a policy analyst to provide a cost benefit analysis of the source of services.
 - c. Objective: Develop a communication plan that illustrates the need for both contract and FTE involvement.
- II. Build and develop strategic relationships with others in the justice system and other state agencies so that information and concepts may be shared via open lines of communication and a mutual understanding of challenges that face us all.
 - a. Objective: Increase our presence on other commissions, conferences, committees and informal meetings with our counterparts in the justice system.

- b. Objective: Expand usage of technology to encourage more regular communication among stakeholders.
 - c. Objective: Organize an annual conference of stakeholders in which judges, prosecutors, defenders, and other advocates may present their perspectives.

- III. Develop a public education program that will show the significance of maintaining an effective Office of the State Public Defender.
 - a. Objective: Become visible and active in our local communities.
 - b. Objective: Publish educational materials that may be distributed to schools by 2017.
 - c. Objective: Produce a video that may be used by educators and the media as public service announcements.
 - d. Objective: Enhance our web presence.
 - e. Objective: Utilize communications expertise to assist OPD in conveying the value of an effective public defender system.

- IV. Create a linkage program with Montana colleges and universities for a two-year apprenticeship program for law school graduates, legal assistants, paralegals, resource advocates and other disciplines.
 - a. Objective: Design the program through collaboration with the Montana University System.
 - b. Objective: Recruit interns as soon as practical and three apprentices for fiscal years 2017-2020.

- V. Successful completion of the agency's mission depends on appropriate levels of staff resources. The executive director and program managers shall evaluate the organizational structure of OPD regional and branch offices, on an on-going basis, to assist in allocating resources and personnel.
 - a. Objective: Enhance leadership and management skills. Develop training programs and identify resources to support management skills development.

Goal for Program 1: Public Defender Program

- I. Improve the eligibility determination process so that hardship cases are accurately identified.
 - a. Objective: Reorganize assignments so that eligibility determination technicians dedicate 100% of their time to the determination process and verification.
 - b. Objective: Develop a system that will capture all OPD and court data related to applicants who do not qualify for a public defender.
 - c. Objective: Develop a statewide system that estimates costs and retainer for private attorneys by case type for use in determining eligibility in cases involving economic hardship.

Goals for Program 2: Appellate Defender Program

- I. Collaborate with the Montana Supreme Court and the State Bar to develop a *pro bono* system for some low level misdemeanor appeals to reduce the demand on the agency.
 - a. Objective: Develop a technology-based outreach program to identify attorneys interested in performing *pro bono* services throughout the state.
 - b. Objective: Map out the availability of *pro bono* services to show where gaps occur.
 - c. Objective: Develop a data collection process to illustrate the *pro bono* program's effectiveness.
- II. Reduce the number of extension requests to an average of three per case by FY 2020.
 - a. Objective: Develop a more technology-based case-weighting system.
 - b. Objective: Provide data currently being collected and develop additional data points to illustrate needs for reducing extension requests.

Goals for Program 3: Conflict Coordinator Program

- I. Increase the number of local invested service providers by 20%.
 - a. Objective: Map out the refusal rates by service providers by region/county.
 - b. Objective: Conduct survey of service providers to ascertain the primary reasons for refusal.
 - c. Objective: Solicit input from communities to gather suggestions for increasing local service providers.
- II. Develop a strategy that aligns intake with resources to deal with the influx of Dependency/Neglect cases.