

ANNUAL STRATEGIC PROJECTS

2015-2016

Companion to the 2015-2018 Strategic Plan

PUBLIC DEFENDER SERVICE CORPORATION
AND
ALTERNATE PUBLIC DEFENDER
OCTOBER 2015

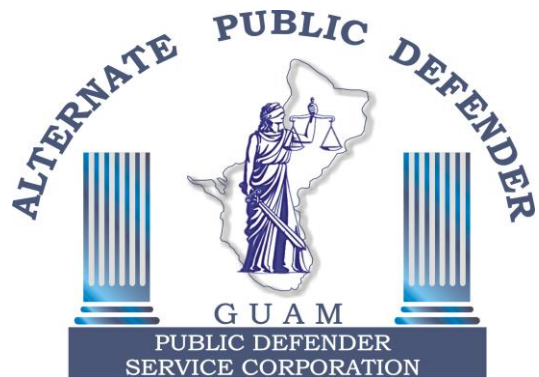


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2015-2016 Strategic Projects

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)
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

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.

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

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.

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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.	Stephen Hattori 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	JT – Team Leader
2. Update and/or implement standard operating procedures	Ken
3. Improve definition and collection of data	Janet
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	Janet
3. Create an employee recognition program	Ken
4. Create employee survey and suggestion box	Vanessa
	Leona
	Alyssa
	Sea
5. Conduct more frequent staff meetings	Suresh
	John
	Judy