

**BEFORE THE
BOARD OF TRUSTEES OF THE
PUBLIC DEFENDER SERVICE CORPORATION
RELATIVE TO THE USE OF
ALTERNATE PUBLIC DEFENDER LAPSED FUNDS
FOR THE ATTENDANCE OF THE APD MANAGING ATTORNEY AT THE
NATIONAL DEFENDER LEADERSHIP INSTITUTE (NDLI) LEADERSHIP
MANAGEMENT TRAINING AT THE UNIVERSITY OF SOUTH CAROLINA
SCHOOL OF LAW ON JUNE 4-6, 2015 IN COLUMBIA, SOUTH CAROLINA**

RESOLUTION NO. PDSC 09-15(AMENDED)

- WHEREAS,** the office of the Alternate Public Defender (APD), a separate division of the Public Defender Service Corporation (PDSC, was established through PDSC Board of Trustees Resolution No. 08-04; and
- WHEREAS,** the PDSC Board of Trustees approved the APD's Fiscal Year 2015 Budget Request through Board Resolution No. 14-14 ; and
- WHEREAS,** the Judicial Council of Guam subsequently approved the APD's Fiscal Year 2015 Budget Request at its duly-noticed meeting on July 17, 2014; and
- WHEREAS,** due to continued budgetary constraints, the APD did not submit a budget request for off-island training, and
- WHEREAS,** the PDSC Board of Trustees adopted Resolution No. 99-07 requiring Board approval for the budgeting of and/or spending authorization(s) for these lapsed funds; and
- WHEREAS,** the National Defender Leadership Institute (NDLI)'s Leadership Management is a highly interactive, hands-on training program, introducing key issues of leadership within public defense systems, focusing primarily on internal management; and
- WHEREAS,** this training is designed for current supervisors and managers, and for those considering a move from line attorney to a leadership role within their system; and
- WHEREAS,** the anticipated cost is \$600.00 for registration, \$435.00 for per diem and \$1,700.00 for airfare; and the amount of \$2,735.00 is required to ensure Managing Attorney AnaMaria C. Gayle's attendance, which must come from the APD's lapsed funds; now therefore be it

RESOLVED,

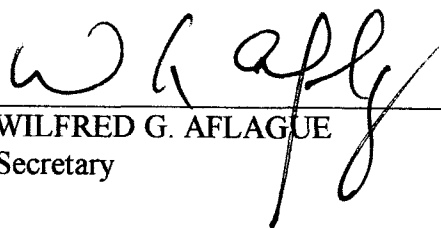
The Board of Trustees of the Public Defender Service Corporation, in its meeting of April 28, 2015 hereby approves the Alternate Public Defender's request to expend **\$2,735.00** of lapsed funds to attend the National Defender Leadership Institute training program of the University of South Carolina School of Law on June 4-6, 2015 at Columbia, South Carolina.

DULY AND REGULARLY ADOPTED this 28th day of April 2015

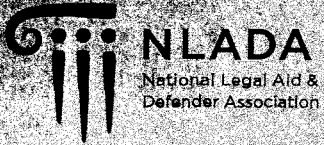


Chief Justice **ROBERT J. TORRES, JR.**

ATTEST:



WILFRED G. AFLAGUE
Secretary



NLADA
National Legal Aid &
Defender Association

NIDLI nuts & bolts

of leadership and management

University of South Carolina
School of Law
Columbia, SC

June 4-6, 2015

Courtyard Columbia/
Downtown @USC
Columbia, SC



FROM LINE DEFENDER TO MANAGER/LEADER

Outstanding trial skills don't automatically translate into outstanding managerial skills. A good trial lawyer can, however, learn skills to use in supervising colleagues and managing staff. This training seminar offers a unique opportunity for defender leaders to step away from their offices, learn these skills and apply them to their individual management challenges in a supportive learning environment. Our expert faculty will help each participant translate advocacy skills into effective management techniques.

WHO SHOULD ATTEND?

- Trial lawyers transitioning to management positions
- Experienced defender leaders who want to improve their managerial skills
- Other Supervisors in Defender offices (e.g. Social Workers, Investigators)
- All levels of supervisors, managers and directors of defender or assigned counsel programs, from any kind of indigent defense delivery system (i.e., state public defender systems, large urban defender offices, county defender systems, private law firms that contract for public defense cases, and local assigned counsel systems)
- Defenders interested in becoming managers

NLADA's National Defender Leadership Institute (NDLI) is committed to developing the leaders of tomorrow and supporting the leaders of today.

CONTINUING LEGAL EDUCATION UNITS

NLADA will apply for CLE accreditation for all qualifying conference sessions in most states with mandatory CLE. Complete information will be available in the registration packet you receive at check-in. Please be familiar with the CLE requirements of your state.

THIS SEMINAR WILL HELP YOU LEARN TO:

- Resolve your current management challenge(s) by applying this theory of management in small group settings
- Identify and develop your management skills by building on your existing advocacy skills
- Appreciate different working styles in your program and communicate more effectively with colleagues
- See problems as potential opportunities to support and train staff
- Identify new strategies for building stronger teams inside the office
- Hear about management challenges from across the country and collectively strategize ways to achieve lasting solutions

Improved management and creative leadership create a culture where clients receive better representation.

LIMITED ENROLLMENT

Space is limited to a maximum of 60 participants on a first-come, first-served basis.

BRING YOUR MANAGEMENT CHALLENGE

Prior to arriving at the conference, you will be asked to write a short summary of a managerial challenge to work on throughout the conference. The instructions are on page 3 of this brochure.

CONFERENCE TOPICS MAY INCLUDE

- Strategies for transitioning from colleague to manager
- Coaching skills for improved staff performance
- Managing a multi-generational workforce
- Conflict management skills
- Project management tools for the defender leader
- Using research and data analysis for effective leadership

AGENDA AT A GLANCE (tentative)

TIME	THURSDAY 6/4	FRIDAY 6/5	SATURDAY 6/6
7:30		<u>Registration & Continental Breakfast</u>	<u>Continental Breakfast</u>
8:00		7:30 – 8:30	7:30 – 8:30
8:30		<u>Plenary Session</u>	<u>Plenary Session</u>
9:00		8:30 – 9:30 "The Coaching Approach to Supervising Others"	8:30 – 9:45 "Managing a Multi-Generational Team"
9:30		<u>Small Group Session</u> 9:30 – 10:45	
9:45			<u>Break</u> 9:45 – 10:00
10:00			<u>Plenary Session</u> 10:00 – 10:45 "Project Management Tools for Defender Leaders"
10:45		<u>Break</u> 10:45 – 11:00	<u>Small Group Session</u> 10:45 – 12:00 Action Planning
11:00		<u>Plenary Session</u> 11:00 – 12:00 Ethics Session	
11:30			
12:00		<u>Keynote Luncheon</u> 12:00 – 1:30 Keynote Speaker: Chief Justice Jean Hofer Tol Supreme Court of South Carolina	<u>Box Lunch & Presentation</u> 12:00 – 1:15 "Using Data & Research for Effective Defender Leadership"
12:30			
1:00			
1:15			<u>Small Group Session</u> 1:15 – 2:15 Action Planning (cont'd) & Final Discussion
1:30	<u>Tour of National Advocacy Center</u> 1:30 – 3:30 Optional pre-conference activity	<u>Plenary Session</u> 1:30 – 2:45 "Exploring Your 'True Colors' to Develop Better Working Relationships"	
2:00	<u>Registration</u> 2:00 – 6:00 pm		<u>Plenary</u> 2:15 – 3:00 Closing Session
2:15			
2:30		<u>Break</u> 2:45 – 3:00	
2:45			
3:00		<u>Plenary Session</u> 3:00 – 3:50 "Building Teams & Managing Conflict"	<u>Adjourn</u> 3:00 pm
3:30			
4:00	<u>Opening Session</u> 4:00 – 6:30 pm	<u>Small Group Session</u> 4:00 – 5:00	
4:30			
5:00	• Welcomes & Greetings	<u>Dinner/Evening "On Your Own"</u>	
5:30	• The Principles of Client-Centered Management		
6:00	• Small Group Meeting		
6:30	<u>Reception/BBQ</u> 6:30 – 8:00 pm		
7:00			
7:30			
8:00			

Because this is a highly interactive training, please note that we ask all participants to stay until the end of the program on Saturday afternoon, so that we can provide equal attention and feedback to each person in the small groups. Thank you for considering this when making your travel arrangements.

INSTRUCTIONS FOR WRITING YOUR DEFENDER MANAGEMENT CHALLENGE

1. Think of a management or leadership incident in your work. It should be a challenging interpersonal encounter. It may be an incident where you doubted your effectiveness or where you felt frustrated. For example, you may have tried to encourage different conduct from a staff member, or perhaps had a difficult time providing a helpful performance evaluation and the outcome was less than satisfactory.
In considering which incident to choose for critical analysis, the following criteria should be considered:
 - Pick a past incident or ongoing situation that you still find somewhat puzzling; you have not yet completely understood why it turned out the way it did, or why it is unfolding the way it is.
 - Choose an incident that is not a no-win situation, where nothing you might have done would have helped.
 - Think of episodes in which the choice of a different strategy or manner of interacting might have resulted in a more favorable and satisfying outcome.
2. Begin the description with a paragraph about the purpose of your intervention, the setting, the people involved, and any other important background information.
3. Write a short paragraph about your strategy. Ask yourself: what were your objectives? How did you intend to achieve them? Why did you select those goals and strategies?
4. Briefly describe the results.

Finally, write a few sentences on what you experienced as frustrating in the encounter.

In summary, your management challenge will have four parts:

1. Description
2. Strategy
3. Results
4. Frustrations

Keep your responses under two typewritten pages. Management challenges should be sent to NDLA at NDLI@nlada.org, by Friday May 22, 2015. In the title of your email, please write "Nuts and Bolts Management Challenge."

Please bring 12 copies of your management challenge to the conference to share with other participants assigned to your small group. Thank you.

CONFIDENTIALITY

We expect that in the spirit of teamwork, helping others to solve their managerial challenges and ultimately improving representation for clients, there will be open communications throughout this management conference.

Our expectation is that full confidentiality will be maintained among all conference participants. We hope all participants will be open to sharing their management challenges with their defender colleagues. As a member of a small group you are expected to provide your other group members with copies of your written management challenge and discuss the challenge with the facilitators and group members. If you wish your case to be confidential, please mask the setting and personal identities as best you can.

The faculty recognizes that because several offices are sending a group of managers to this training it may be difficult to mask the identities or scenario you would like to use as your management challenge. In this case, please choose another management challenge that can be discussed openly in your small group and feel free to raise the more sensitive management challenge directly with your faculty facilitators outside of the small group meetings.

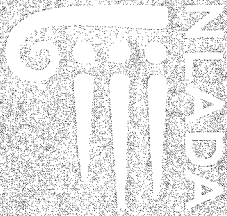


The National Defender Leadership Institute [NDLI] is an initiative of the National Legal Aid & Defender Association (NLADA), a non-profit membership association dedicated to quality legal representation for those who cannot afford counsel. NDLI has three primary goals: 1. to provide cutting-edge management and leadership training programs for public defender and assigned counsel leaders; 2. to build a national network of defender leaders; and 3. to support research and data collection that informs local, state, and national public policy debates. This training, networking and research to strengthen leadership will ensure that more public defense systems function efficiently and promote equal justice under the law.

In addition to Nuts and Bolts of Leadership and Management, NDLI offers:

- New Leadership provides defender leaders with a set of skills they can employ in their day-to-day work inside and outside their defender or assigned counsel program. Developmental exercises involve practice sessions where personal leadership are refined in core learning teams for small group sessions. Successful teaching models include: leadership practices inventory, “personal best” exercises, strategies for managing cross-function teams, managing organizational conflict, developing cross-system partnerships, and finding unlikely allies for public defense programs..
- Impact Leadership is an advanced training seminar for a select number of defender leaders and teams of leaders who bring a current leadership challenge to be addressed, with the goal of developing a specific action plan and communications strategy. Communication skills, persuasion, coalition-building, and leadership skills are emphasized. Each participant will find specific ways to impact a group of stakeholders or generate positive change in an area of concern for public defense in their state.

For more information on NDLI and schedules for future management and leadership training opportunities, please visit www.nlada.org.



NDLI nuts & bolts

of leadership and management

2015 REGISTRATION FORM (one per person)

University of South Carolina School of Law • Columbia, SC • June 4-6, 2016

Online Registration

Available at:
<https://2015nutsandbolts.eventbrite.com>.

Return Forms

NLADA
Attn: Nuts and Bolts Conference
P.O. Box 79083
Baltimore, MD 21279
Fax: 202-872-1031
Email: registration@nlada.org
*Please do not email forms

Questions?

Contact us at:
registration@nlada.org

Cancellation

Registration cancellations must be received in writing no later than May 4, 2015. Cancellations, transfers and refunds are subject to a \$50 administrative charge. After May 4, registrations are transferable but not refundable. Transfer requests must be received within 30 days after the conference to be considered. Transfers must be applied to another NLADA event scheduled prior to December 30, 2016 or will be forfeited. Substitutions may be made at any time with written notification to the NLADA Training Department.

Membership

Please direct membership inquiries to:
membership@nlada.org

Name: _____

Name for badge: _____

Title: _____

Organization: _____

Address: _____

City, State, Zip: _____

Email: _____

Phones: _____

CLE Jurisdictions: Please indicate the state(s) for CLE _____, _____, _____

CURRENT POSITION

- Chief Defender Public Defender Staff Supervisor
 Assigned Counsel Other _____

How long have you been in a management position? 0-2 years 2-7 years 8+ years

How many total employees are in your office? 0-10 11-25 25 or more

How many people do you manage/supervise? _____

REGISTRATION FEES

	Until April 20	From April 20 to May 25	After May 25, registrations will only be available on site.
Members:	<input type="radio"/> \$500	<input type="radio"/> \$600	
Non Members:	<input type="radio"/> \$650	<input type="radio"/> \$750	

SPECIAL NEEDS Mobility Disability Audio/Visual Disability Other: _____

DIETARY RESTRICTIONS Gluten Free Vegan Vegetarian

MEMBERSHIP Join NLADA now and pay the member rate

Individual Attorney \$110 Individual Non-Attorney \$60

*Annual program dues are \$150 to \$3,000 per year, based on budget. Call Member Services at (202) 452-0620 ext. 234 for more information.

Registration	\$
Membership	\$
Total	\$

PAYMENT Check enclosed, made payable to NLADA

MasterCard Visa AMEX

Credit Card # _____ / _____ / _____ / _____ Expiration Date ____ / ____

Signature _____

Name on Card _____

Provide contact information of the person processing the payment

Purchase Order # _____ (Payment must be received by May 4 to avoid cancellation)

Name: _____

Title: _____

Email: _____

Phones: _____

LOGISTICAL INFORMATION

CONFERENCE HOTEL

Courtyard Columbia Downtown at USC
630 Assembly Street
Columbia, South Carolina 29201
803-799-7800
<http://goo.gl/9VRWY>

The Courtyard Columbia/Downtown at USC hotel is adjacent to the University of South Carolina School of Law. The hotel also puts you within a short distance of the State Capitol and the Historic Vista District, with its robust history, shopping and nightlife. The 189-room hotel, features complimentary property-wide Wi-Fi, refrigerators in every room, a restaurant and the 24-hour market. Take advantage of the 24-hour business center, fitness center and laundry facilities.

NLADA conference attendees staying at the Courtyard Columbia/Downtown at USC hotel will receive a special discounted room rate of \$129 single/double per night, exclusive of 14% tax. The deadline date for reservations is **May 15, 2015, Group code: NLAN**. After that date, requests for reservations will be accepted on a space and rate availability basis. All reservations must be guaranteed by credit card or deposit. Be sure to inform the reservations agent that you are with the NLADA conference to secure the discounted rate.

CONFERENCE LOCATION:

University of South Carolina School of Law
701 Assembly Street
Columbia, South Carolina 29201

TRAVEL INFORMATION

Air Transportation - The Columbia Metropolitan Airport is located six miles southwest of Columbia's central business district and is also conveniently located near interstate highways, which are centered in Columbia. These highways include I-20, I-26, I-77 and nearby I-95.

Major airlines serving the airport include: **American Eagle, Delta, United, and US Airways.**

Nonstop destinations from Columbia include: Atlanta, Charlotte, Chicago, Dallas, Detroit, Houston, New York, Philadelphia, Washington Dulles and Washington National.

Ground Transportation - Taxi service is available from the Columbia Metropolitan Airport (CAE) to the Courtyard Columbia Downtown at USC. The hotel is approximately 6 miles from the airport and is \$15 one way. Amtrak station is approximately 1 mile NW of the from the hotel with cab fare from the station to the hotel costing around \$4-\$6. Greyhound bus service is also only 4 miles from the Courtyard Columbia Downtown at USC with cab fare being approximately \$8-\$12.

PARKING

Complimentary parking - a rarity in downtown Columbia!

CONTINUING LEGAL EDUCATION UNITS

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WEATHER

Outside temperatures range from low to high 80s. Classrooms may be cool, dress comfortably in layers.

ACCESSIBILITY

The hotel is fully accessible for people with restricted mobility and has ADA compliant guestrooms. Arrangements for a guestroom that meets your specific requirements should be requested when making your reservations. Please specify on the registration form or notify the NLADA training department of any physical challenge that may impact your participation in this conference.

CANCELLATION POLICY

Registration cancellations must be received in writing no later than May 4, 2015. Cancellations, transfers and refunds are subject to a \$50 administrative charge. After May 4th registrations are transferable but not refundable. Transfer requests must be received within 30 days after the conference to be considered. Transfers must be applied to another NLADA event scheduled prior to December 30, 2016 or will be forfeited. Substitutions may be made at any time with written notification to the NLADA Training Department.

RESPONSIBILITY

The National Legal Aid & Defender Association acts only as an agent for conferees in all matters regarding hotel accommodations and transportation. NLADA contracts with reputable independent contractors and suppliers known to provide the service offered in this announcement. NLADA is not responsible for any inconvenience, loss, injury, or damage from any cause whatsoever in conjunction with these services. If necessary, NLADA reserves the right to cancel or change the services described herein.

MAXIMUM PER DIEM RATES IN THE CONTINENTAL UNITED STATES

FISCAL YEAR: 2015

STATE: SOUTH CAROLINA

NOTES

1. When the Location or DOD Installation does not appear in the first column, search the second column for the County. If the County is not listed, run query using the STANDARD COMUS PER DIEM RATE.
2. For other allowances that are based on per diem rates (e.g., TLE, TLA, TQSE, TQSA), see the appropriate rules for those allowances regarding what per diem rate to use.
3. When Government meals are directed, the appropriate Government meal rate, as prescribed in Appendix A, is applicable.
4. Per Diem Rate = Max Lodging + Meals (Local Meals, Proportional, or Government) + Incidental rate

LOCATION (1)	County and/or Other Defined Location (2)	Seasons (Beg-End)	Max Lodging	Local Meals	Prop. Meals	Incidentals	Per Diem	Effective Date
COLLETON COUNTY	COLLETON COUNTY	01/01-12/31	83	41	28	5	129	10/01/2014
COLUMBIA	RICHLAND COUNTY	01/01-12/31	94	46	30	5	145	10/01/2014
CONWAY	HORRY COUNTY	10/01-03/31	83	46	30	5	134	10/01/2014

Wilfred G. Aflague

From: Bernadette Lizama
Sent: Tuesday, April 21, 2015 9:37 AM
To: Wilfred G. Aflague
Subject: FW: Registration Confirmation for 2015 Nuts & Bolts of Leadership and Management
Attachments: 16299276575-416562456-registration.pdf

Wil,

Please see Annie's email below regarding the training for her in June

Bernie

From: Ana Maria Gayle [mailto:anamaria.gayle@gmail.com]
Sent: Monday, April 20, 2015 4:16 PM
To: Bernadette Lizama
Subject: Fwd: Registration Confirmation for 2015 Nuts & Bolts of Leadership and Management

FYI

----- Forwarded message -----

From: Eventbrite <orders@eventbrite.com>
Date: Mon, Apr 20, 2015 at 4:14 PM
Subject: Registration Confirmation for 2015 Nuts & Bolts of Leadership and Management
To: anamaria.gayle@gmail.com

Eventbrite

[Find events](#) [My Tickets](#)

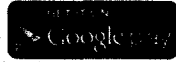
Hi Ana Maria , this is your registration confirmation for 2015 Nuts & Bolts of Leadership and Management

Organized by [National Legal Aid & Defender Association](#)

Registration summary



Mobile Summary



Add to
Passbook



Paper Summary

Open the email attachment
or download here

Message from National Legal Aid & Defender Association

Thank you for your registration! We look forward to seeing you in Columbia, SC for Nuts and Bolts of Leadership and Management.

Please be sure to make your hotel reservations by contacting:

CONFERENCE HOTEL
Courtyard Columbia Downtown at USC
630 Assembly Street
Columbia, South Carolina 29201
803-799-7800
<http://goo.gl/9VRWiY>

NLADA conference attendees staying at the Courtyard Columbia/Downtown at USC hotel will receive a special discounted room rate of \$129 single/double per night, exclusive of 14% tax. The deadline date for reservations is May 15, 2015. After that date, requests for reservations will be accepted on a space and rate availability basis. All reservations must be guaranteed by credit card or deposit. Be sure to inform the reservations agent that you are with the NLADA conference to secure the discounted rate.

IMPORTANT NOTE:
Pre- Conference Assignment for the Nuts & Bolts of Leadership and Management Training, June 4-6, 2015

INSTRUCTIONS FOR WRITING YOUR DEFENDER MANAGEMENT CHALLENGE
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 4. Briefly describe the results.
 5. Finally, write a few sentences on what you experienced as frustrating in the encounter.
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1. Description
2. Strategy
3. Results
4. Frustrations

Keep your responses to two pages typewritten. Management challenges should be sent to NDLA at NDLI@nlada.org, by Friday May 22, 2015. In the title of your email, please put "Nuts and Bolts Management Challenge."

Please bring twelve (12) copies of your management challenge to the conference in Columbia to share with other participants assigned to your small group. Thank you.

Have a question? Contact the organizer at registration@nlada.org

Order Summary

April 19, 2015

Order #: 416562456

Name	Type	Quantity	Price
Ana Gayle	Non-Members (Early) until April 20th	1	\$600.00
TOTAL			\$600.00

Charged to: MasterCard - XXXX-XXXXXX-5828

This order is subject to Eventbrite [Terms of Service](#), [Privacy Policy](#), and [Cookie Policy](#)

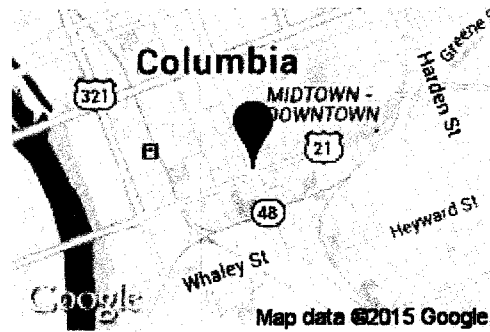
About this event



Thursday, June 4, 2015 at
1:30 PM - Saturday, June
6, 2015 at 3:00 PM (EDT)

Courtyard Columbia
Downtown at USC
630 Assembly Street
Columbia, SC 29201

Add to my calendar:
Google · Outlook · iCal ·
Yahoo



Registration Information

Registration #1 — Non-Members (Early) until April 20th

Name:

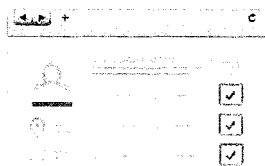
Ana Gayle

Email:

anamaria.gayle@gmail.com

Are you attending the National Advocacy Center Tour on Thursday, June 4th

Yes, 2:15 - 3:30 pm Tour



Your Account

Log in to manage your orders.

Create your own event

Anyone can sell tickets or
manage registration with
Eventbrite.

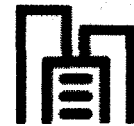
[Learn More](#)



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Find local events that match
your passions.

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