

**BEFORE THE
BOARD OF TRUSTEES OF THE
PUBLIC DEFENDER SERVICE CORPORATION
RELATIVE TO THE USE OF
PUBLIC DEFENDER SERVICE CORPORATION LAPSED FUNDS
TO ENGAGE THE SERVICES OF THE PRAXIS CONSULTING
INCORPORATED TO DEVELOP A STRATEGIC PLAN FOR THE
PUBLIC DEFENDER SERVICE CORPORATION**

RESOLUTION NO. PDSC 12-15

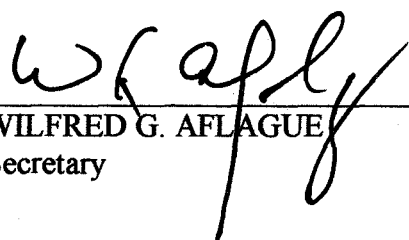
- WHEREAS,** the Public Defender Service Corporation has begun a strategic planning process; and
- WHEREAS,** all staff are working on how to improve our office in a number of critical areas including: database protocols, brief bank maintenance, emergency response and crisis management, operations, public relations, resource development, outreach, technology, website, and training; and
- WHEREAS,** we are currently planning to engage with an outside facilitator along with the Judiciary; and
- WHEREAS,** the Judiciary will be the contracting office with the Strategic Planning Services Consultant; and
- WHEREAS,** the Public Defender Service Corporation would sign a memorandum of understanding with the Judiciary to authorize the transaction and payment; and
- WHEREAS,** the cost to the Public Defender Service Corporation would be \$28,050 of the total consultant fees and costs; 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 Public Defender Service Corporation's request to expend **\$28,050.00** of lapsed funds to engage the services of the Praxis Consulting, Inc. to develop a Strategic Plan for the Public Defender Service Corporation.

DULY AND REGULARLY ADOPTED this 28th day of April 2015



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

ATTEST:



WILFRED G. AFLAGUE
Secretary

Wilfred G. Aflague

From: Joshua Tenorio <jtenorio@guamcourts.org>
Sent: Tuesday, April 14, 2015 8:41 AM
To: Wilfred G. Aflague; Eric Miller
Cc: Bridget A. Keith
Subject: Strategic Planning Proposal
Attachments: 01 - Proposal - Strategic Planning Services - REV 4.12.15 (2).doc

Wil & Eric,

Please find the attached proposal from Praxis Consulting regarding the Strategic Plan. CJ Torres has negotiated the price down to \$28,850 from \$42,550.

~~\$42,550~~
\$28,850

I am copying Ann Keith in this email. It would probably make the most sense for the Judiciary to be the contracting officer and that the PD and the AG would sign an MOU to authorize the transaction and project. She will be the lead coordinator for this.

Senseramente,

--
JOSHUA F. TENORIO
Administrator of the Courts
Judiciary of Guam
120 West O'Brien Drive
Hagatna, Guam 96910
671.475.3278
671.482.6904 (mobile)

Guam Judiciary, Attorney General's Office, and Public Defender's Office

**REVISED Proposal and Price Quote for Developing a Strategic Agenda for the
Criminal Justice System and Agency Strategic Plans**

Prepared by:

Dr. Brenda J. Wagenknecht-Ivey
CEO, PRAXIS Consulting, Inc. and
Center for Public Policy Studies
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January 28, 2015

REVISED March 31, 2015

REVISED April 12, 2015

Below is a revised proposal following conversation with the Judiciary's leadership on March 30, 2015 and again on April 12, 2015. The following changes were made:

1. Change in scope to the tasks and services provided to the Judiciary. The cost estimate was adjusted accordingly.
2. Change in scope to the tasks and services provided to the Public Defender's Office, which has a narrower scope, fewer partners, and a smaller staff than the AG's office. The cost estimate was adjusted accordingly.
3. Greater emphasis on Criminal Justice System planning as well as the strategic planning processes for the Attorney General's Office. The cost estimate was adjusted accordingly.
4. The timeline has been updated and new dates are proposed for the site visits.

This proposal includes assisting criminal justice system (CJS) leaders in developing a system-wide strategic agenda to address and improve justice system issues on Guam. It also includes helping the Attorney General and Public Defender's Agencies in developing a strategic plan including strategic focus areas and improvement priorities. Finally, it includes assisting Judiciary of Guam in updating its strategic plan and priorities. A summary of the Tasks, Timeline, and Budget is provided below. A bio of Dr. Wagenknecht-Ivey is also attached.

Deliverables. At the conclusion of this work, you will have four Strategic Plans: a Criminal Justice System-wide Strategic Agenda; a Strategic Plan for the Attorney General's Office and the Public Defender's Office; and an updated Strategic Plan for the Judiciary.

Proposal: This proposal includes 4 tasks which are laid out in Table 1 below. The assumptions included in the 4 tasks are as follows:

- To plan this work, I suggest we form an Interagency Advisory Team comprised of key leaders from each agency. This team will work with Dr. Brenda Wagenknecht-Ivey via conference

call/GoToMeeting to plan and complete each task including forming the respective strategic planning teams. Additionally, the Interagency Advisory Team will involve other staff (form small workgroups) to assist in completing work needed to prepare for the various planning sessions (e.g., compile trends information, research best and promising practices). See below for additional details.

- **Surveys:** the strategic planning surveys will include key questions to inform criminal justice system planning as well as agency questions that will inform agency planning. Essentially, you will have four survey reports: one summarizing the criminal justice system issues/findings and one for each Agency/the Judiciary. I recommend surveying criminal justice and legal system partners as well as key staff.
- **Preparation for Onsite Planning Sessions:** Considerable work needs to be completed prior to each session. This includes: compiling relevant justice system and agency trends, researching and summarizing best/promising practices, and the like. I recommend forming small internal work groups that will work with Dr. Brenda (via GoToMeeting/conf. calls) to compile internal information, which will be used at the planning sessions.
- The cost estimate does not include planning session costs (i.e., meeting rooms, meals, coffee, AV, etc.).
- As shown in the budget below, I propose that the CJS and AD/PD Agencies do their strategic planning first (in the summer of 2015 – first site visit). I propose the Judiciary update its strategic plan in the fall of 2015 (second site visit). This schedule/sequencing can be modified as needed to accommodate Agency/Judiciary needs and interests. Proposed dates are included in the Task, Timeline, and Budget Summary below.
- **Onsite Planning Sessions:** As we did previously with the Judiciary's planning, I suggest we have a planning session with the strategic planning teams/committees, followed by a day of writing/summarizing (form a writing team), followed by another planning session with the strategic planning team. This approach helps finalize/complete the strategic plans more expeditiously and involves key staff in the process. The onsite visits are lengthy (2 weeks for the first site visit and 1 – 1.5 weeks for the second site visit). This amount of time is needed to allow ample time for the Team planning sessions as well as to summarize the work and draft the Strategic Plans.
- **Implementation.** During the second site visit, I have included time to work with each Agency (Leadership and the Implementation Teams) to review progress and further refine implementation efforts. This will ensure progress and successful follow-through.

**Table 1:
 Tasks, Timeline, and Budget**
 January 28, 2015
 REVISED March 31, 2015
 REVISED April 12, 2015

	Timeline 2015	AG's Office	PD's Office	Judiciary		Total Cost
TASKS						
1. Project Planning	Mid-April	\$750	\$750	\$750		\$2,250
Form Interagency Planning Team to finalize schedule and onsite visits, form Criminal Justice System (CJS) Planning and Agency Planning Teams, etc. (use conf. call/GoToMtg technology).						
2. Criminal Justice System (CJS) and Organizational Assessment	Mid-April - June	\$9,000	\$7,000	\$7,000		\$23,000
Design CJS and Agency Strategic Planning surveys, administer surveys, and summarize results. Results will inform the CJS Strategic Planning as well as Agency Strategic Planning.						
3. Develop Strategic Plans - Site Visit #1 (2 weeks onsite)	June (Weeks of 6/29 & 7/6)					
CJS Strategic Planning Mtgs - includes preparing mtg. materials (e.g., trends, best practices); 1 day mtg., 1 day of writing/summarizing, 1 day mtg.; writing final Strategic Plan.		\$6,000	\$3,000	\$3,000		\$12,000
AG Strategic Planning - includes preparing mtg. materials; 1 day mtg., 1 day of writing/summarizing, 1 day mtg.; writing Final Strategic Plan.		\$17,500				\$17,500
PD Strategic Planning - includes preparing mtg. materials; 1 day mtg.; 1 day writing/summarizing, 1 day mtg.; writing Final Strategic Plan.			\$8,000			\$8,000
4. Update Judiciary's Strategic Plan & Implementation Follow-up with CJS and Agency Teams - Site Visit #2 (1-1.5 weeks onsite)	Sept., (Weeks of 9/14 & 9/21) Possibly week of 9/8 instead of 9/21 - TBD					
Update Judiciary's Strategic Plan - includes preparing mtg. materials; 1 day mtg.; 1 day writing/summarizing; 1/2 - 1 day mtg; writing revised Strategic Plan.				\$7,000		\$7,000
Conduct follow-up Implementation Mtgs with CJS Team		\$750	\$750	\$750		\$2,250
Conduct follow-up Implementation Mtgs with AG and PD Agency Teams		\$1,500	\$1,500			\$3,000
TOTAL - Professional Services		\$36,500	\$21,000	\$18,500		\$76,000
TRAVEL/DIRECT COSTS						
Travel Expenses - Site Visit #1 (onsite 2 weeks)		\$4,550	\$4,550	\$2,000	\$0	\$11,100
Travel Expenses - Site Visit #2 - (onsite 1.5 weeks)		\$2,500	\$2,500	\$2,500	\$0	\$7,500
						\$0
Direct Costs Total		\$7,050	\$7,050	\$4,500		\$18,600
TOTAL		\$42,550	\$28,050	\$23,000		\$93,600



Brenda J. Wagenknecht-Ivey, Ph.D.

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Brenda J. Wagenknecht-Ivey helps organizations of all types take the right actions to improve performance. She helps leaders, managers, and teams achieve their goals, shape and seize new opportunities, and create and implement practical and effective responses to widespread change and ongoing challenges. Dr. Wagenknecht-Ivey uses a wide range of proven practices to successfully bring about organizational change and achieve results. Drawing upon a sound understanding of organizational psychology and theory, Dr. Wagenknecht-Ivey provides consulting services in the following areas:

- Visioning and long-range strategic planning;
- Large and small-scale system and organizational change;
- Organizational performance measurement and organizational design/re-design;
- Leadership and management development including 360-degree feedback and executive coaching;
- Succession planning/talent management programs;
- Collaborative decision making and consensus building;
- Team development and team building;
- Public/community involvement and participation; and
- Continuous quality/process improvement.

Dr. Wagenknecht-Ivey has consulted with and facilitated more than 125 strategy and organizational improvement and change processes with private, public, and not-for-profit organizations over the past 20 years. She has conducted numerous customer satisfaction and organizational climate surveys and assisted leaders in improving organizational performance and the work environment including employee engagement as a result of customer and employee feedback. Dr. Wagenknecht-Ivey uses 360-degree feedback surveys and other tools to coach leaders and managers, teach effective leadership skills, and build high performance teams. She has worked extensively with teams of all types to help them set and achieve goals. She also has helped leaders establish organizational performance measurement systems, develop and implement succession planning/talent management programs, and restructure their organizations in light of their strategic directions and long-term improvement strategies. Finally, she has designed and facilitated several, year-long Leadership Academies, which have included workshops, webinars, social media forums, and mentoring, for young health care practitioners to strengthen leadership skills.

Her clients have included: MKK Consulting Engineers (CO), GH Phipps Contractors, Inc. (CO); Botanical Interests, Inc. (CO); the Michigan, Iowa, Florida, Georgia, and Colorado Pharmacists Associations; Longmont United and Exempla Saint Joseph Hospitals (CO); Boston University, School of Public Health; Massachusetts Department of Public Health; Richmond Juvenile and Domestic Relations Courts; King County Superior Court (Seattle), 36th District Court (Detroit); Michigan Juvenile Justice Vision 2020 Initiative; 20th Judicial Circuit and Ottawa County Probate Courts; Cochise, Maricopa, Pima, Mohave, and Coconino County Courts (AZ); First and Fifth Judicial Districts of Pennsylvania (Philadelphia and Pittsburgh); Administrative Office of the US Courts; Delaware U.S. Bankruptcy Court; Los Angeles Superior Court; California Judicial Council, California State Bar Court; Hawaii State Judiciary; Judiciary of Guam, Pacific Judicial Council, and others. Executives, managers, first-line supervisors, judges, attorneys, legislators, scientists, physicians, pharmacists, and probation officers have benefitted from her services.

She previously worked for the 37th Judicial Circuit Court (Michigan), the Michigan State Court Administrator's Office, and the National Center for State Courts. Dr. Wagenknecht-Ivey has a Ph.D. from the University of Denver, a Master's Degree from Michigan State University, and a Bachelor's Degree from Western Michigan University. She has published numerous articles/guidebooks on strategic planning, leadership, managing change, continuous quality improvement, 360-degree feedback, succession planning/talent management, and procedural fairness.