

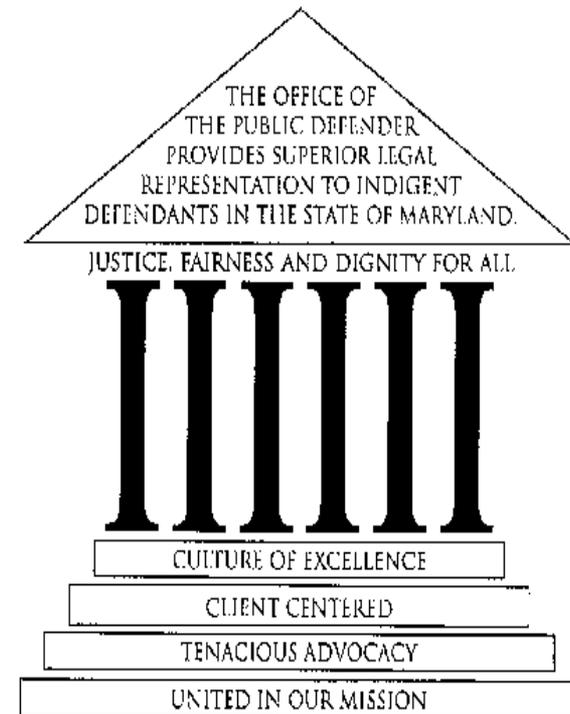
Strategic Planning: The Process

1. Survey of all employees
2. Interviews and Focus groups
3. Off-site Retreat
4. Development of Mission, Vision and Core Values
5. Choose a Steering Committee
6. Write the Plan
7. Strategy Owners
8. Performance Measurement



Strategic Planning/ Costs

- Funding Sources
- Facilitator
- Interview Many
- Idiggo Associates
- NLADA
- Do it In-House



Strategic Planning: The Survey

- Bottom Up Planning
- Not Top Down
- Everyone gets to participate
- Anonymous Responses
- Raw Material
- Synthesize into priorities
- Results publish



Strategic Planning Focus Groups and Interviews

- Key Leaders
- Outside Stakeholders
- Nay-sayers
- Court Personnel
- Budget People
- Legislators
- Governor's Staff



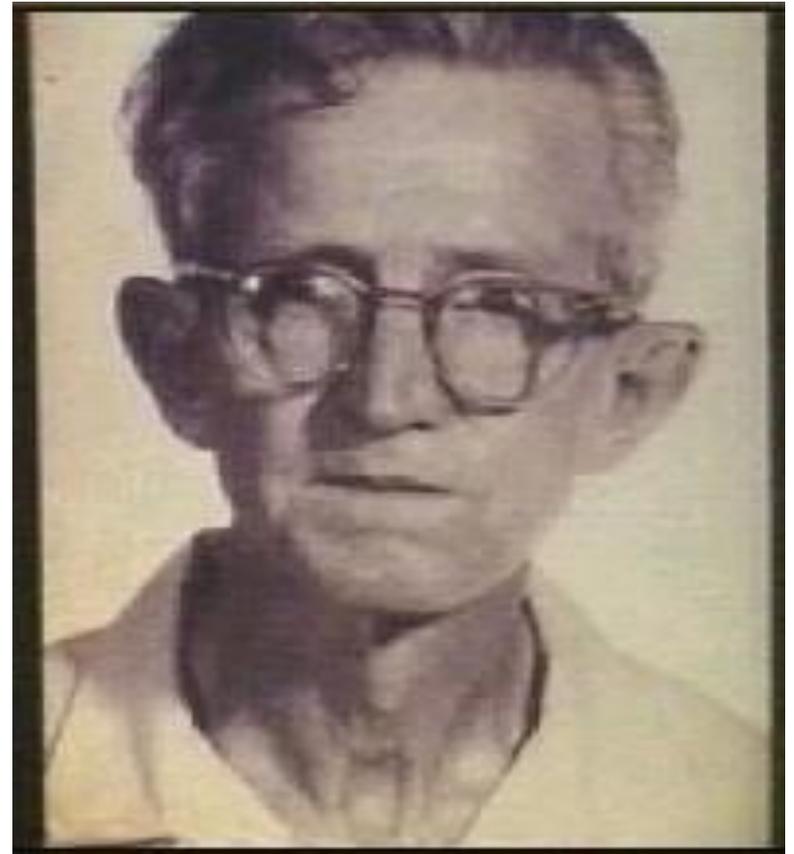
Strategic Planning: Off-site Retreat

- Communicate the purpose
- Invitees carefully chosen
- Vision session
- Core values
- Concrete plans
- Translate core values into specific behaviors



Strategic Planning: Steering Committee

- Steering Committee: senior management?
- Commit to the time
- By-product is focused team building
- Key leaders leaving or disengaged...stall the process



Strategic Planning: Writing the Plan

- Areas of Focus
- Narrow to a few
- Goals for each area of focus: limit to two or three
- Strategy: Action plans for each goal
- Strategy Owners
- Measurement

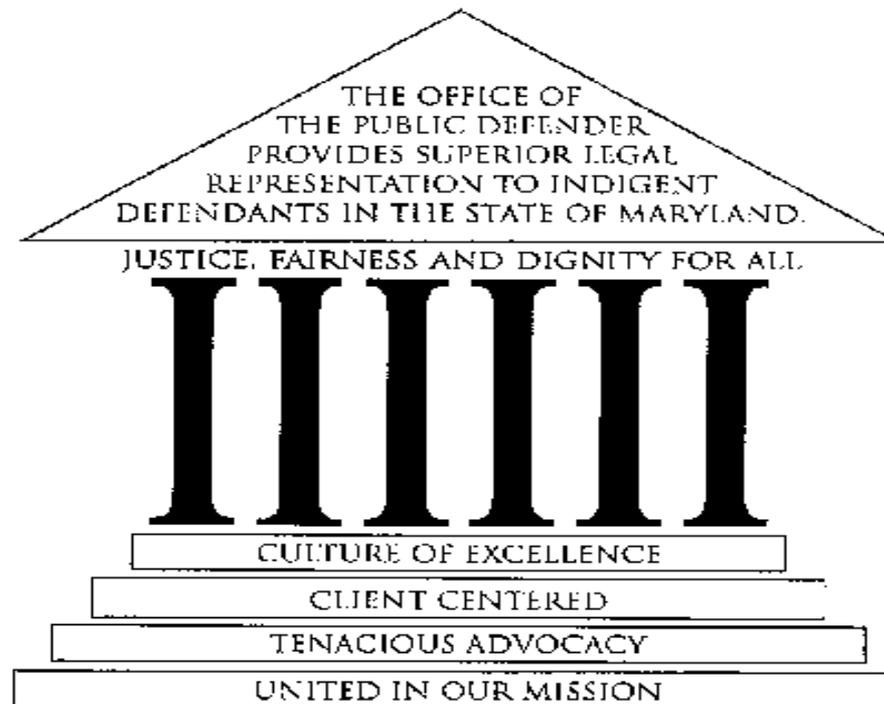


Strategic Planning: Core Values

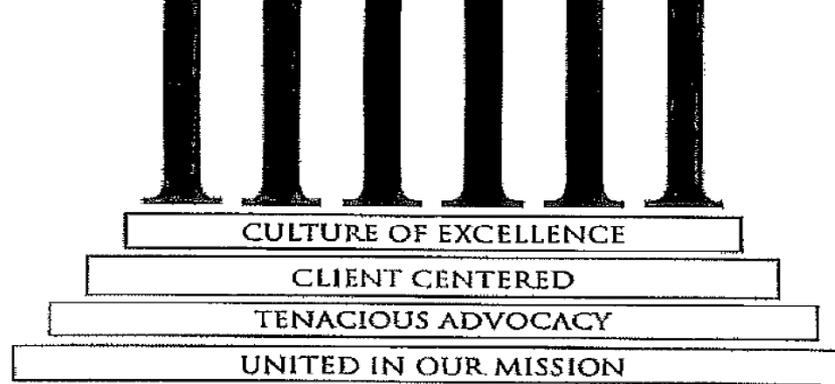
- Guiding principles
- Training
- Employee evaluation
- Reward and recognition



Mission, Vision, Core Values



Maryland Office of the Public Defender
<http://www.opd.state.md.us>



CULTURE OF EXCELLENCE

- We embody the highest standards of professionalism in all aspects of our work.
- We act with integrity.
- We consistently follow best practices.
- We embrace diversity.
- We learn from our experiences.
- We continuously raise the bar through healthy competition.
- We are open to new ideas and concepts.
- We are hard-working, dedicated, and committed.
- We expect excellence.

CLIENT CENTERED

- We are compassionate.
- We strive to achieve our client's objectives.
- We communicate effectively with our clients at every stage.
- We counsel our clients about their choices.
- We listen and are responsive to our clients.
- We respect and advocate for the dignity of each individual.

TENACIOUS ADVOCACY

- We litigate aggressively.
- We are relentless and resourceful problem solvers for our clients.
- We are engaged, prepared, passionate, and assertive.
- We advocate for our clients at every opportunity.

UNITED IN OUR MISSION

- We are one team working toward shared goals.
- We value and appreciate every employee.
- We take a collaborative approach in all that we do.
- We celebrate our successes as a community.
- We promote shared resources.
- We are inclusive, respectful and supportive of each other.

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**OPD Strategic Plan
Focus Areas-Goals Strategies
February 5, 2014**

Focus Area	GOAL	GOAL	GOAL
Cultivate a Culture Of Excellence	1. Develop clear standards of work performance.	2. Build a talent-based organization.	3. Develop mechanisms that promote excellence.
	Strategy	Strategy	Strategy
	<p>a. Establish and Communicate performance Standards.</p> <p>Owner: Human Resources Division-Paul DeWolfe.</p> <p>Measurement: Performance standards Published for each job description.</p> <p>b. Conduct performance reviews based on performance standards.</p> <p>Owner: Human Resources Division – Randi Barclay.</p> <p>Measurement: % of performance reviews completed.</p> <p>c. Establish formal and informal ways to reward excellence.</p> <p>Owner: Human Resources Division - Randi Barclay.</p> <p>Measurement: published leadership guide and training program. Pilot program developed.</p>	<p>a. Assess and identify gaps in talent in all areas of OPD operations.</p> <p>Owner: Paul DeWolfe and Johanna Leshner.</p> <p>Measurement: frequency with which talent needs are clearly and routinely communicated with relevant partners.</p> <p>b. Create a program through which OPD can identify, recruit and hire top talent.</p> <p>Owner: Recruitment Director – Johanna Leshner.</p> <p>Measurement: A progressive recruiting strategy is actively utilized.</p> <p>c. Identify ways to cultivate talent within OPD for all OPD positions.</p> <p>Owner: Human Resources Division – Randi Barclay and Johanna Leshner.</p> <p>Measurement: published guide and training for leaders on talent development.</p>	<p>a. Communicate current development in law, policies and practices affecting our clients.</p> <p>Owner: Team Representation Committee-Stephen Mercer, Chair.</p> <p>Measurement: variety of vehicles available and frequency of use.</p> <p>b. Study approaches to achieve vertical representation.</p> <p>Owner: Caseloads Committee – Paul DeWolfe and Chip Dorsey, Chair.</p> <p>Measurement: variety of vehicles available and frequency of use.</p> <p>c. Manage caseloads guided by caseload standards.</p> <p>Owner: Caseloads Committee–Chip Dorsey, Chair.</p> <p>Measurement: an accurate and effective case management procedure is utilized.</p>

**OPD Strategic Plan
Focus Areas-Goals Strategies
February 5, 2014**

**Positive Work
Environment**

GOAL	GOAL	GOAL
<p>1. Create a team-driven agency.</p> <p style="text-align: center;">Strategy</p> <p>a. Compose relevant teams throughout the organization. Owner: Human Resources Division – Randi Barclay and Johanna Leshner Measurement: published groupings of relevant teams.</p> <p>b. Create avenues for collaboration between teams. Owner: Senior Management Team—Paul DeWolfe Measurement: variety of forums established and level of use.</p>	<p>2. Improve morale within the agency.</p> <p style="text-align: center;">Strategy</p> <p>a. Enhance employee understanding of their contribution to the agency mission. Owner: Communications Committee—Paul DeWolfe, Chair. Measurement: number of employees who understand their contribution to the agency.</p> <p>b. Establish ways to appreciate each employee's contribution to the agency mission. Owner: Communications Committee—Paul DeWolfe, Chair, and Johanna Leshner. Measurement: frequency of expressions of appreciation.</p> <p>c. Create opportunities for professional advancement and professional development. Owner: Recruitment Director—Johanna Leshner. Measurement: professional development resources and paths for professional advancement established.</p>	<p>3. OPD employees have resources and adequate physical workplaces.</p> <p style="text-align: center;">Strategy</p> <p>a. Provide adequate, safe, clean physical work space. Owner: Human Resources Division—Chip Dorsey and Kathleen Mattis Measurement: a standard workspace checklist is completed quarterly.</p> <p>b. Provide adequate office equipment, supplies and services. Owner: Administrative Services Unit—Kathleen Mattis. Measurement: ASU completes regular need assessment for each office.</p> <p>c. Establish standard resource package for new employees. Owner: Human Resources Division – Randi Barclay. Measurement: all new employees receive a resource package.</p> <p>d. Provide sufficient training to ensure full use of resources. Owner: Training Division—Mary Jo Livingston. Measurement: post-training survey of resource use demonstrates increased use of resources.</p>

**OPD Strategic Plan
Focus Areas-Goals Strategies
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**Leadership &
Management**

GOAL	GOAL	GOAL
<p>1. Ensure clear, transparent and consistent communication.</p> <p style="text-align: center;">Strategy</p> <p>a. Establishes processes within each management unit to regularly exchange information with their "customers." Owner: Communications Committee—Paul DeWolfe, Chair. Measurement: number of identified management units with process to exchange information.</p> <p>b. Develop communication media that are user friendly, substantive and utilized. Owner: Communications Committee—Paul DeWolfe, Chair. Measurement: variety of media available and frequency of use.</p> <p>c. Develop interpersonal communication skills and strategies. Owner: Communications Committee—Paul DeWolfe, Chair, and Johanna Leshner. Measurement: number of trainings and other resources supporting interpersonal communications skills and strategies.</p>	<p>2. Allocate available resources fairly, consistent with OPD priorities.</p> <p style="text-align: center;">Strategy</p> <p>a. Establish and communicate clear priorities. Owner: Senior Management Team—Paul DeWolfe and Kathleen Mattis. Measurement: priorities published regularly.</p> <p>b. Communicate how resources will be allocated consistent with those priorities. Owner: Senior Management Team—Paul DeWolfe Measurement: resource allocation published regularly.</p> <p>c. Evaluate strengths and needs regularly with input from OPD staff. Owner: Senior Management Team—Paul DeWolfe Measurement: process established for OPD staff to provide input on strengths and needs; senior management reviews as a regular agenda item.</p>	<p>3. Appoint effective managers.</p> <p style="text-align: center;">Strategy</p> <p>a. Establish regular and progressive management skills training. Owner: Human Resources Division – Randi Barclay. Measurement: frequency of management skills trainings.</p> <p>b. Establish HR management consultation, counseling and support service for agency managers. Owner: Human Resources Division – Randi Barclay. Measurement: HR staff are fully trained and actively support.</p> <p>c. Hold managers accountable to management standards. Owner: Human Resources Division—Paul DeWolfe. Measurement: performance standards and reviews incorporate management standards.</p>

**OPD Strategic Plan
Focus Areas-Goals Strategies
February 5, 2014**

IT Mission Critical

GOAL	GOAL	GOAL
<p>1. Achieve and maintain current technology.</p> <p style="text-align: center;">Strategy</p> <p>a. Continuously assess agency technology needs. Owner: IT Division—Mike Cummings. Measurement: Number of quarterly technology assessment committee meetings held.</p> <p>b. Develop a comprehensive IT financing plan. Owner: IT Division—Mike Cummings. Measurement: IT financing plan published.</p> <p>c. Ensure resources meet agency technology priorities. Owner: IT Division—Mike Cummings. Measurement: Survey results demonstrate high level of user satisfaction with IT resources.</p>	<p>2. Empower full use of technology resources.</p> <p style="text-align: center;">Strategy</p> <p>a. Develop incentives to encourage full use of technology resources. Owner: IT Division—Mike Cummings. Measurement: Number of users leveraging incentives.</p> <p>b. Provide full access to resources. Owner: IT Division—Mike Cummings. Measurement: Survey results demonstrate high level of satisfaction with access to resources.</p>	<p>3. Innovate to achieve efficiencies & synergy.</p> <p style="text-align: center;">Strategy</p> <p>a. Establish business processes and standards that best leverage IT. Owner: IT Division—Mike Cummings. Measurement: number of business processes that are evaluated as highly satisfactory.</p> <p>b. Insure IT Division has resources and structure to support IT leadership and innovation. Owner: IT Division—Mike Cummings. Measurement: number of business processes that are evaluated as highly satisfactory.</p>

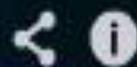
**OPD Strategic Plan
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Implementing the Strategic Plan

**Implementation
Plan**

GOAL	GOAL	GOAL	GOAL
Strategy	Strategy	Strategy	Strategy
<p>1. Utilize a process to monitor progress & adjust the strategic plan.</p> <p>a. Prepare standardized progress report. b. Establish regular reporting to strategic planning steering committee. c. Establish monthly progress meetings of strategic planning steering committee. d. Adjust the strategic plan as required.</p>	<p>2. Identify ownership for each component of the strategic plan.</p> <p>a. Identify and support a strategic planning project manager. b. Identify owner of each strategy. c. Provide orientation to strategy owners and committees.</p>	<p>3. Promote, publicize & communicate the strategic plan.</p> <p>a. Identify owner of promotion and communication of strategic plan. b. Present strategic plan at special meeting for all OPD & outside stakeholders. c. Develop promotion plan.</p>	<p>4. Allocate resources to support the strategic plan.</p> <p>a. Perform monthly resource allocation review. b. Prioritize strategic plan resource needs.</p>

Criminal Lawyer Jonathan Rapping, 2014 MacArthur Fellow



Jonathan RAPPING

Criminal Lawyer
2014 MacArthur Fellow



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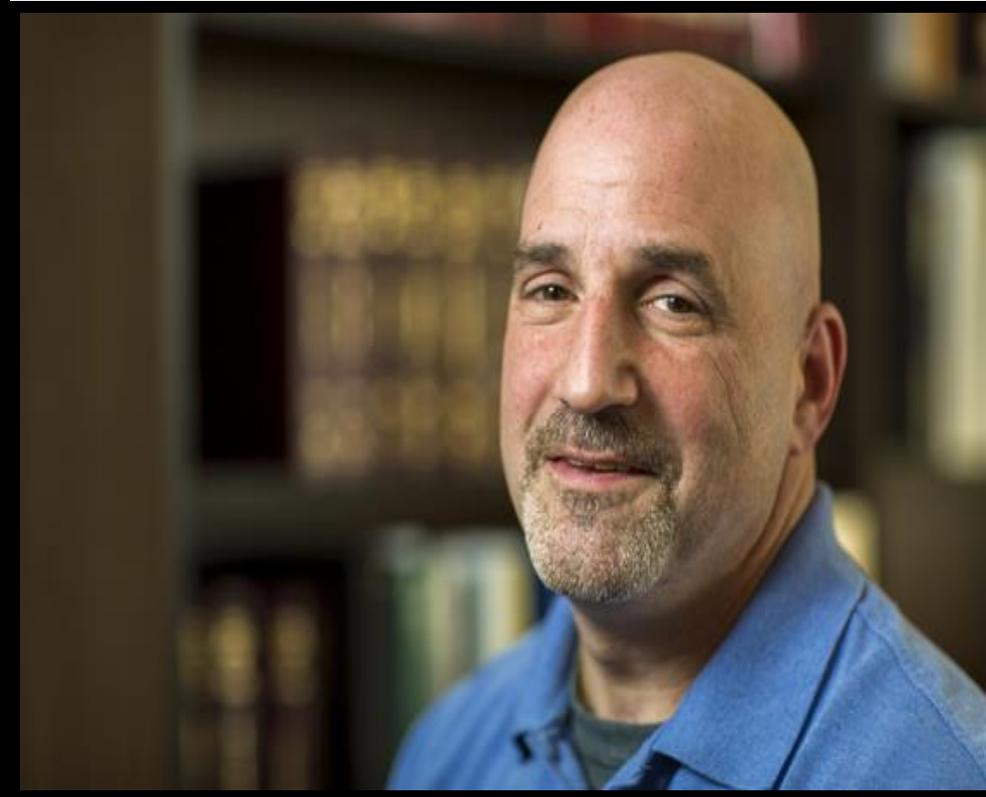


YouTube



Gideon's Promise Founder, Jonathan Rapping, Embarks on Partnership with the State of Maryland to Improve Indigent Defense

- First partnership with a statewide system
- Born out of the “Gideon’s Promise Leadership Program”
- In keeping with OPD Strategic Plan and Core Values



New Attorney Training

- Rapping led the two week program based on Gideon's Promise model
- Class represented districts and divisions throughout the state
- Bonding and community building is a by-product



Experienced Attorney Training

- One day seminar
- Rapping PowerPoint
- Public Defender Pride
- History of public defense
- New civil rights movement
- Litigation skills



Leadership Training

- History of Public Defense in America
- Public Defender Pride
- Four Frames
- Purpose Economy
- Core Values
- Core Values Liaison



Annual Conference

- Gideon's Promise partnership themes
- Support staff outreach
- Opening and Closing Session
- Dinner: Client-centered waiting rooms



OPD-Gideon's Promise faculty

- DPD's
- Division Chiefs
- Core Value liaisons
- Potential faculty
- 3 day training program
- Rap and 3 Gideon's Promise faculty
- Teach the model



Next steps

- Train the faculty on GP model
- Faculty trains new attorneys
- Returning classes trained by faculty
- Recruiting emphasizes GP partnership



