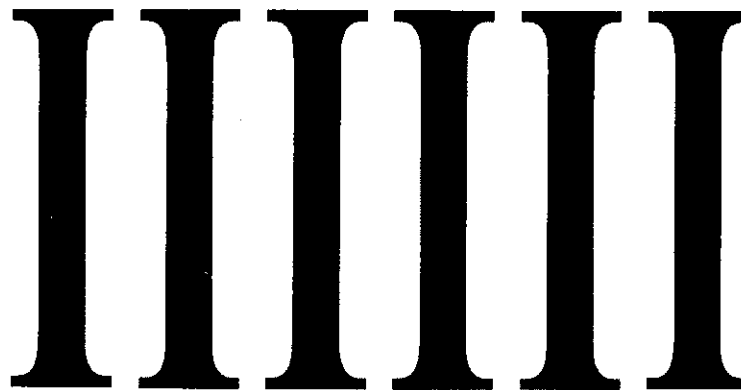


THE OFFICE OF
THE PUBLIC DEFENDER
PROVIDES SUPERIOR LEGAL
REPRESENTATION TO INDIGENT
DEFENDANTS IN THE STATE OF MARYLAND.

JUSTICE, FAIRNESS AND DIGNITY FOR ALL



CULTURE OF EXCELLENCE

CLIENT CENTERED

TENACIOUS ADVOCACY

UNITED IN OUR MISSION

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
	Strategy	Strategy	Strategy
Cultivate a Culture Of Excellence	<p>1. Develop clear standards of work performance.</p> <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>2. Build a talent-based organization.</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>3. Develop mechanisms that promote excellence.</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**

Client-Centered

GOAL	GOAL	GOAL
1. OPD provides best legal representation through vigorous advocacy in courtroom and out.	2. Ensure the defense team includes the client.	3. Secure client access to necessary, related services.
Strategy	Strategy	Strategy
a. Develop team representation that draws on the collective expertise and resources of the OPD and OPD partners.	a. Promote active participation of the client on the defense team.	a. Create relationships to develop related services and links to those services.
Owner: Team Representation Committee—Stephen Mercer, Chair, and Lori James-Townes.	Owner: Team Representation Committee—Stephen Mercer, Chair.	Owner: Lori James Townes, Chair.
Measurement: number & frequency of team-based case reviews.	Measurement: standard developed, published and assessed regarding client and family member contact by the team.	Measurement: breadth of services is established in each office.
b. Design training and professional development programs for defense team members. Owner: Training Division—Mary Jo Livingston	b. Institute practice of early and frequent contact of the defense team with client and family members. Team Representation Committee—Stephen Mercer, Chair, with Lori James-Townes as Co-Chair.	
Measurement: portfolio of development programs available, frequency of communication about programs and level of participation.	Measurement: standard developed, published and assessed regarding client and family member contact by the team.	

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

**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**

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
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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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February 5, 2014**

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.</p> <p>b. Establish regular reporting to strategic planning steering committee.</p> <p>c. Establish monthly progress meetings of strategic planning steering committee.</p> <p>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.</p> <p>b. Identify owner of each strategy.</p> <p>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.</p> <p>b. Present strategic plan at special meeting for all OPD & outside stakeholders.</p> <p>c. Develop promotion plan.</p>	<p>4. Allocate resources to support the strategic plan.</p> <p>a. Perform monthly resource allocation review.</p> <p>b. Prioritize strategic plan resource needs.</p>