



## Office of the State Public Defender Strategic Plan FYs 23-28

### **Vision:**

Through the untiring efforts of well-trained, professional public defenders, the Office of the State Public Defender (OSPD) provides zealous advocacy on behalf of indigent persons accused of crimes.

### **Mission:**

The Office of the State Public Defender (OSPD) regulates the delivery of legal services for indigent persons accused of crimes through dedicated, well-trained, and talented public defenders and support staff in all 64 parishes.

### **Philosophy:**

In recognition of its mandates under both the United States and Louisiana Constitutions, it is the express intent of the Louisiana Legislature through the Louisiana Public Defender Act of 2007, to provide effective legal representation to indigent persons unable to afford an attorney, consistent with the right to counsel in criminal and juvenile courts.

### **Goals:**

1. Ensure that adequate public funding of the right to counsel is provided and managed in a cost-effective and fiscally responsible manner.
2. Establish a flexible delivery system that is responsive to and respectful of jurisdictional variances and local community needs and interests.
3. Ensure that the right to counsel is delivered by qualified and competent counsel in a manner that is fair and consistent throughout the state.

4. Provide statewide oversight that ensures all indigent persons who are eligible to have appointed counsel at public expense receive effective assistance of counsel at each critical stage of the proceeding.
5. Provide for the ability to collect and verify objective statistical data needed to assist state policymakers in making informed decisions.

**Objectives and Strategies:**

**Goal #1: Ensure that adequate public funding of the right to counsel is provided and managed in a cost-effective and fiscally responsible manner.**

**Objective 1-1:** Develop an accurate assessment of the resources required to ethically and professionally fund the public defense function in Louisiana.

Strategy		Timeline
1-1.1	Identify and submit a budget request that adequately funds trial level services for Child In Need of Services (CINC) parent representation.	FY 23-28
1-1.2	Identify and submit a budget request that adequately funds appellate level services for Child In Need of Services (CINC) parent representation.	FY 23-28
1-1.3	Pursue federal, state, and private funds, to increase the capacity (either staff or contract) in the state office in order to provide financial and case data support, training, supervise defender performance and improve communication between OSPD and the field. R.S. 15:152(B)(6) and 15:152(B) (10).	FY 23-28
1-1.4	Collect and analyze data regarding staff, salary, experts, and ancillary services on an annual basis. R.S. 15:148 (B) (10) and 15:148(B) (13).	FY 23-28
1-1.5	Explore, develop, and implement Random Moment Sampling (RMS)	FY 23-28

**Objective 1-2:** Implement reforms to improve the delivery of public defender services and maximize the efficient use of resources.

Strategy		Timeline
1-2.1	Provide regular, accurate data that supports the conversion of the Criminal Justice System from an incarceration first model to one that prioritizes rehabilitation.	FY 23-28
1-2.2	Recommend policies that promote the efficiency of public defense delivery.	FY 23-28

<b>1-2.3</b>	Participate in criminal justice, juvenile justice, and child welfare association, society, task force, and commission meetings.	FY 23-28
<b>1-2.4</b>	Develop a state plan for the method of delivery of capital defense services.	FY 23-28

**Objective 1-3:** Communicate the budgetary needs necessary to achieve ethical and professional representation of indigent persons.

<b>Strategy</b>		<b>Timeline</b>
<b>1-3.1</b>	Proactively monitor and respond to media related to public defense in Louisiana and systemic issues in the criminal justice system.	FY 23-28
<b>1-3.2</b>	Facilitate meetings between the State Public Defender and state-level legislators to promote an identified plan.	FY 23-28
<b>1-3.3</b>	Encourage and support local districts' efforts to generate increased local revenue to support the delivery of public defense services.	FY 23-28
<b>1-3.4</b>	Develop and submit an annual OSPD budget request to Division of Administration that reflects data-supported resource needs for defense services	FY 23-28

**Goal #2: Establish a flexible delivery system that is responsive to and respectful of jurisdictional variances and local community needs and interests.**

**Objective 2-1:** Identify from the list of statutory methods of service delivery which method, or combination of methods, apply to each district.

<b>Strategy</b>		<b>Timeline</b>
<b>2-1.1</b>	Use the list of statutory methods of delivery to determine which method or combination of methods apply to each district.	FY 23-28
<b>2-1.2</b>	Develop formulas for the dispersal of state supplemental assistance that consider the required expenditures and expected revenues of each district.	FY 23-28
<b>2-2.3</b>	Set compensation for each district defender to ensure that personnel expenditures do not exceed available funding.	FY 23-28

**Goal #3: Ensure that the right to counsel is delivered by qualified and competent counsel in a manner that is fair and consistent throughout the state.**

**Objective 3-1:** Create a statewide training system that develops, promotes, and supports, the delivery of effective, services.

Strategy		Timeline
3-1.1	Develop training requirements for the University of Louisiana at Monroe (ULM) that address relevant issues in the field, continually respond to the needs of practitioners, that are accessible and well attended.	FY 23-28
3-1.2	Encourage district offices and 501(c)3 programs to develop additional in-house training programs.	FY 23-28
3-1.3	Cultivate a geographically diverse cadre of defender trainers.	FY 23-28
3-1.4	Ensure that the public defender system is free from undue political and judicial interference and free from conflicts of interest.	FY 23-28
3-1.5	Provide cultural competency training to public defender staff.	FY 23-28
3-1.6	Ensure that all district public defender offices adopt appropriate anti-discrimination statements.	FY 23-28

**Goal #4: Provide statewide oversight that ensures all indigent persons who are eligible to have appointed counsel at public expense receive effective assistance of counsel at each critical stage of the proceeding.**

**Objective 4-1:** Improve the quality of public defense services.

Strategy		Timeline
4-1.1	Support access to trained investigators and other support personnel for all districts.	FY 23-28
4-1.2	Implement meaningful peer & performance review for all District Defenders.	FY 23-28
4-1.3	Implement meaningful performance review for all 501(c)3 programs.	FY 23-28
4-1.4	Develop a “New Defender Manual” for distribution to the districts.	FY 23-28
4-1.5	Provide orientation to new District Defenders.	FY 23-28

<b>4-1.6</b>	Assess awareness and use of promulgated performance standards in the field.	FY 23-28
<b>4-1.7</b>	Review professional service contracts.	FY 23-28
<b>4-1.8</b>	Develop and promulgate Louisiana Performance Standards for Representation in Families in Need of Services (FINS) cases and support the ongoing evaluation of the utilization of these standards in the field.	FY 23-28
<b>4-1.9</b>	Undertake regular site visits in districts/programs across Louisiana to evaluate office functionality and attorney performance per a formal site visit protocol.	FY 23-28

**Objective 4-2:** Uniformly, all staff members at LPDB reflect and demonstrate through their work product the values expected of the district public defender offices/programs.

<b>Strategy</b>		<b>Timeline</b>
<b>4-2.1</b>	The State Public Defender will regularly evaluate all staff on an annual basis.	FY 23-28

**Goal #5: Provide for the ability to collect and verify objective statistical data needed to assist policymakers in making informed decisions.**

**Objective 5-1:** Provide ongoing training to all data entry personnel in public defender offices in Louisiana.

<b>Strategy</b>		<b>Timeline</b>
<b>5-1.1</b>	Maintain and monitor the Issue Tracker System for data entry personnel to make requests, provide feedback or solicit support.	FY 23-28
<b>5-1.2</b>	Provide regional trainings for data entry personnel on a regular basis.	FY 23-28
<b>5-1.3</b>	Update materials/tutorials on the Case Management System, database management, excel documents and other relevant/requested software.	FY 23-28
<b>5-1.4</b>	Solicit evaluations of the Case Management System and Case Management System support services from data entry personnel in public defender offices in Louisiana.	FY 23-28

**Objective 5-2:** Continuously supervise district/program compliance with data collection policies to improve the accuracy and depth of data collected through the Case Management System.

Strategy		Timeline
5-2.1	Develop a protocol to uniformly evaluate a district public defender office's/program's case reporting accuracy and take corrective action.	FY 23-28
5-2.2	Notify defenders of CMS changes.	FY 23-28

**Objective 5-3:** Identify and procure technology in compliance with state regulations.

Strategy		Timeline
5-3.1	Create a file retention policy for the management of casefiles and identify the required technology/capacity for districts to comply.	FY 23-28
5-3.2	Maintain familiarity with new technology, state procurement laws, and professional development opportunities to continuously maximize OSPD's technological capacity.	FY 23-28
5-3.3	Evaluate technology needs through state annual reports and budget submissions.	FY 23-28

**Objective 5-4:** Facilitate, maintain, and improve communication between the field and OSPD.

Strategy		Timeline
5-4.1	Maintain a relevant, timely, and accessible website.	FY 23-28
5-4.2	Manage a juvenile defender listserv to maximize cross-district learning and foster professional relationships among the defender community.	FY 23-28
5-4.3	Hold office hours for line defenders and defender staff in district offices throughout the state.	FY 23-28
5-4.4	Maintain and improve relevant information in the OSPD Continuity of Operations Plan (COOP).	FY 23-28

## **Potential External Factors Which May Affect the Achievement of Goals**

The inadequate, unstable, and unreliable nature of the Louisiana public defender system's funding mechanism is the primary external factor that may affect achievement of the goals included in this strategic plan. Public Defense funding consists primarily of a combination of state supplemental assistance and conviction and user fees. According to Louisiana law, every conviction or nolo contendere plea rendered results in a \$45 special court cost assessment, payable to the local public defender's office. Special court costs make up the majority of conviction and user fees and are typically associated with traffic tickets (approximately 76% of total collections). This funding mechanism is unreliable as revenues fluctuate based on influences outside of the control of the Public Defender's Office. Since the passage of the Public Defender Act in 2007, in any given year, our office can estimate that a handful of districts will face a disruption in the collection of conviction and user fees. These disruptions have included local elections, local spats between other actors in the Criminal Justice System, diversion, natural disasters, civil unrest, and most recently the COVID-19 pandemic.

Despite 2012 legislation that was expected to result in a 25% increase in special court costs, these revenues have decreased annually for nearly a decade. These decreases are accounted for by a decrease in traffic filings. According to Louisiana Supreme Court filing data, the number of traffic tickets filed has declined 59% since 2009. In Calendar Year 2016, CUFs accounted for 54% of total district funding. During Calendar Year 2021, that percentage decreased to 37%. These declines have created an added burden on state supplemental assistance to keep public defender's offices operational.

The Louisiana public defender system is a completely reactive entity having no control over revenues, expenditures, or caseloads. Law enforcement and law enforcement alone have the discretion to write traffic tickets in a district. In a jurisdiction with a District Attorney Pre-Trial Diversion program for traffic tickets, tickets are diverted from the usual court process that may ultimately result in a \$45 fee payable to the Public Defender's Office. In these instances, the District Attorney decides whether to share a portion of the proceeds with the Public Defender's Office. As it relates to criminal matters, each of the state's 42 District Attorneys have different beliefs and make different charging decisions. The types and number of cases handled by a public defender's office will reflect those charging decisions. Additionally, rising labor costs play a role in public defender system expenses. Labor shortages are not unique to the public defender system, as nearly all labor markets across the country have been impacted by the pandemic. Labor shortages particularly impact rural districts who are already frequently in competition with larger districts for talented attorneys, and who often must pay a premium to attract contract attorneys. The instability and unreliability of the current funding stream which requires public defenders to make financial decisions blind, while relying on other actors for funding may impact the feasibility of completing some of the strategies included in the agency's strategic plan.

## **Avoiding Duplication of Effort**

OSPD has an effective communication system among leadership team staff so that all projects are effectively managed, and all work assignments will be streamlined. This system includes:

- Development of clear job descriptions and revision of job descriptions, as necessary

- Implementation of an orientation program for OSPD staff
- Creation and circulation of an OSPD Employee Manual
- Quarterly reports on Performance Indicator Compliance
- Weekly work plan protocols which outline all work and are timely approved by the State Public Defender
- Regular timekeeping protocols which are reviewed by the State Public Defender
- Maintenance of an up-to-date calendar of events/appointments/field visits that is accessible to all staff
- Conduct a day-long, full-staff reevaluation of the OSPD 5-year Strategic Plan, every three years

### **Record Retention Policy**

Data shall be preserved and maintained for a period of at least three years.



**Performance Indicators/Performance Indicator Documentation**

**PROGRAM ACTIVITY # 1:  
LA R.S. 15:142(B)(1) - Resource Acquisition**

*OBJECTIVE:* Develop an accurate assessment of the resources required to ethically and professionally fund the public defense function in Louisiana.

*INDICATOR NAME:* Annually, submit **two (2)** grants each FY for OSPD and/or for the districts

*INDICATOR CODE:* 25364

<i>Type/Level:</i>	Output-- <b>KEY</b>
<i>Rationale:</i>	OSPD has a statutory mandate to seek funds from other sources, as appropriate, to support to delivery of public defense services
<i>Uses:</i>	Indicator will quantify non-state funds to support public defense services (though this objective is not intended to supplant the State’s obligation to provide constitutionally mandated delivery of defense services to qualifying indigent persons accused of a crime(s) that carries the possibility of imprisonment)
<i>Clarity:</i>	N/A
<i>Data Source:</i>	Grant Applications approved by State Public Defender
<i>Calculation Methodology:</i>	Number of applications, reported annually
<i>Scope:</i>	Aggregated
<i>Caveats:</i>	N/A
<i>Accuracy/Maintenance:</i>	OSPD reports all revenues and is subject to audit and review by the Legislative Auditor
<i>Responsible Person:</i>	Budget Officer

*OBJECTIVE:* Develop an accurate assessment of the resources required to ethically and professionally fund the public defense function in Louisiana.

*INDICATOR NAME:* Annually, perform **eight (8)** district/program financial audits with each audited office/program successfully implementing all recommended changes

*INDICATOR CODE:* 25365

<i>Type/Level:</i>	Outcome/Efficiency/Quality-- <b>GENERAL</b>
<i>Rationale:</i>	Financial management best-practices and programmatic efficiency in every district public defender office and contract program ensure accurate resource allocation/utilization
<i>Uses:</i>	Audits/implemented recommendations will affect the request for state funds and the distribution of state public defense funds

Clarity:	OSPD has an internal protocol to define the scope of office “audits”
Data Source:	Internal audit reports (shared between OSPD and the district public defender office and/or contract program)
Calculation Methodology:	# of final submitted audit reports (with recommendations) # of follow-up correspondence assessing compliance with audit report recommendations within 6 months, reported quarterly
Scope:	N/A
Caveats:	N/A
Accuracy/Maintenance:	Formal, retained records
Responsible Person:	Trial Level Compliance Officer

*OBJECTIVE:* Implement reforms to improve the delivery of public defender services and maximize the efficient use of allocated resources.

*INDICATOR NAME:* Annually, make public presentations on public defense/defender issues to **eight (8)** Louisiana bar associations/membership, criminal justice, juvenile justice, and child welfare associations, societies, task forces, commissions, etc.

*INDICATOR CODE:* 25366

<i>Type/Level:</i>	Output-- <b>GENERAL</b>
<i>Rationale:</i>	OSPD is directed by statute to leverage the resources of the private bar, as appropriate, to support the delivery of public defense services
<i>Uses:</i>	Pro bono advocacy, financial support, collaborative policy work/support
<i>Clarity:</i>	N/A
<i>Data Source:</i>	# of direct presentations made by OSPD staff to state or local bar leadership/membership, associations and societies, and task forces or commissions of the Louisiana Legislature
<i>Calculation Methodology:</i>	# of presentations, reported quarterly
<i>Scope:</i>	N/A
<i>Caveats:</i>	N/A
<i>Accuracy/Maintenance:</i>	Internal protocol requires all public appointments be maintained via an office-wide calendar
<i>Responsible Person:</i>	Executive Assistant to the State Public Defender

**OBJECTIVE:** Implement reforms to improve the delivery of public defender services and maximize the efficient use of allocated resources.

**INDICATOR NAME:** Annually, attend **25** meetings of criminal justice association, societies, task forces, commissions, etc.

**INDICATOR CODE:** 25367

<i>Type/Level:</i>	Output-- <b>GENERAL</b>
<i>Rationale:</i>	OSPD is directed by statute to serve on certain boards and commissions, and participates in others as a partner per its strategic planning goals/strategies
<i>Uses:</i>	Service collaborations, training, collaborative policy work
<i>Clarity:</i>	N/A
<i>Data Source:</i>	# of appointments where OSPD staff participates as a volunteer or statutorily appointed member
<i>Calculation Methodology:</i>	# of meetings, reported quarterly
<i>Scope:</i>	N/A
<i>Caveats:</i>	N/A
<i>Accuracy/Maintenance:</i>	Internal protocol requires all public appointments be maintained via an office-wide calendar
<i>Responsible Person:</i>	Executive Assistant to the State Public Defender

**OBJECTIVE:** Communicate the budgetary needs necessary to achieve ethical and professional representation of indigent persons.

**INDICATOR NAME:** Prepare and submit the annual report, Joint Legislative Committee on the Budget (JLCB) report, and annual budget request

**INDICATOR CODE:** **NEW**

<i>Type/Level:</i>	Output/Efficiency/Quality-- <b>GENERAL</b>
<i>Rationale:</i>	
<i>Uses:</i>	
<i>Clarity:</i>	N/A
<i>Data Source:</i>	Case Management System, reporting requirements
<i>Calculation Methodology:</i>	
<i>Scope:</i>	N/A
<i>Caveats:</i>	Some information related to this indicator may be protected
<i>Accuracy/Maintenance:</i>	State law requires the agency to submit these reports annually
<i>Responsible Person:</i>	Budget Officer/General Counsel/Information Technology & Management Officer

**PROGRAM ACTIVITY # 2:**

**LA R.S. 15:142(B)(3) – Statewide Delivery of Services**

*OBJECTIVE:* Identify from the list of statutory methods of service delivery which method, or combination of methods, apply to each district.

*INDICATOR NAME:* Annually, conduct **40** meetings with District Defenders to discuss service delivery issues

*INDICATOR CODE:* **NEW**

<i>Type/Level:</i>	Output-- <b>XXX</b>
<i>Rationale:</i>	OSPD is directed by statute to establish a flexible delivery system that is responsive to and respectful of jurisdictional variances and local community needs and interests.
<i>Uses:</i>	Collaborative policy work; addressing programmatic deficiencies
<i>Clarity:</i>	N/A
<i>Data Source:</i>	# of meetings held between the State Public Defender and District Defenders
<i>Calculation Methodology:</i>	# of meetings held between the State Public Defender and District Defenders, reported quarterly
<i>Scope:</i>	N/A
<i>Caveats:</i>	N/A
<i>Accuracy/Maintenance:</i>	N/A
<i>Responsible Person:</i>	Executive Assistant to the State Public Defender

**PROGRAM ACTIVITY # 3:**

**LA R.S. 15:142(B)(2), (4) - Training**

*OBJECTIVE:* Consistently train defender staff to deliver a model of defense services to indigent clients that complies with the mission and values of OSPD as well as national best-practices.

*INDICATOR NAME:* Annually/upon the promulgation of new standards, provide **two (2)** trainings on performance standards

*INDICATOR CODE:* 25373

<i>Type/Level:</i>	Output-- <b>KEY</b>
<i>Rationale:</i>	Promote expectations of practice levels upon promulgation of new performance standards/guidelines
<i>Uses:</i>	Identify practice strengths and weaknesses; strengthen contractual obligations of District Defenders to ensure that public defense services comply with such standards in their offices

<i>Clarity:</i>	N/A
<i>Data Source:</i>	Training materials
<i>Calculation Methodology:</i>	# of trainings on performance standards, reported quarterly
<i>Scope:</i>	N/A
<i>Caveats:</i>	If there are no performance standards promulgated during the FY and all other standards have received training programs, there may be no training
<i>Accuracy/Maintenance:</i>	Training agendas and registrations
<i>Responsible Person:</i>	Trial Level Compliance Officer (oversees ULM contract services)

*OBJECTIVE:* Create a statewide training system that develops, promotes, and supports, the delivery of effective, high-quality services.

*INDICATOR NAME:* Annually, receive positive evaluations (“3” or higher) from more than **eighty percent (80%)** of training participants at LPDB-sponsored trainings

*INDICATOR CODE:* 25370

<i>Type/Level:</i>	Output-- <b>KEY</b>
<i>Rationale:</i>	Provide relevant, quality OSPD trainings
<i>Uses:</i>	Continually improve relevance and quality of OSPD trainings per participant feedback
<i>Clarity:</i>	N/A
<i>Data Source:</i>	Training agendas/evaluations
<i>Calculation Methodology:</i>	Training evaluations are required at all trainings, reported quarterly
<i>Scope:</i>	N/A
<i>Caveats:</i>	N/A
<i>Accuracy/Maintenance:</i>	N/A (protected information)
<i>Responsible Person:</i>	Trial Level Compliance Officer (oversees ULM contract services)

*OBJECTIVE:* Create a statewide training system that develops, promotes, and supports, the delivery of effective, high-quality services.

*INDICATOR NAME:* Annually, train **twenty percent (20%)** of total Louisiana public defenders

*INDICATOR CODE:* 24984

<i>Type/Level:</i>	Output-- <b>SUPPORTING</b>
<i>Rationale:</i>	Provide training that promotes a uniform standard of public defense services
<i>Uses:</i>	Identify and address training deficiencies and successes
<i>Clarity:</i>	N/A
<i>Data Source:</i>	Training registrations

<i>Calculation Methodology:</i>	# of training attendees, reported quarterly
<i>Scope:</i>	N/A
<i>Caveats:</i>	N/A
<i>Accuracy/Maintenance:</i>	Training archive, CLE files
<i>Responsible Person:</i>	Trial Level Compliance Officer (oversees ULM contract services)

*OBJECTIVE:* Create a statewide training system that develops, promotes, and supports, the delivery of effective, high-quality services.

*INDICATOR NAME:* Annually, communicate to the field any upcoming training opportunities in **twelve (12)** monthly newsletters

*INDICATOR CODE:* NEW

<i>Type/Level:</i>	Output-- <b>XXX</b>
<i>Rationale:</i>	Communicate upcoming training opportunities to increase awareness and participation
<i>Uses:</i>	Increase training participation
<i>Clarity:</i>	N/A
<i>Data Source:</i>	Monthly newsletters
<i>Calculation Methodology:</i>	# of monthly newsletters, reported quarterly
<i>Scope:</i>	N/A
<i>Caveats:</i>	N/A
<i>Accuracy/Maintenance:</i>	Monthly newsletters
<i>Responsible Person:</i>	Juvenile Justice Compliance Officer

#### **PROGRAM ACTIVITY # 4:**

#### **LA R.S. 15:142(B)(5), (7) – Statewide Oversight of Effective Assistance of Counsel**

*OBJECTIVE:* Improve the quality of public defense services for clients.

*INDICATOR NAME:* Annually, use the District Assessment Protocol (with corrective action as needed) to perform full assessment in **four (4)** district public defender offices

*INDICATOR CODE:* 25371

<i>Type/Level:</i>	Outcome/Efficiency/Quality-- <b>KEY</b>
<i>Rationale:</i>	On-site evaluations provide the best opportunity to assess the administration of the district office/contract program and the quality of public defense services
<i>Uses:</i>	Evaluating contract renewal, addressing administrative and programmatic deficiencies, supporting Training Programs;

	protect state's interest against litigation
<i>Clarity:</i>	N/A
<i>Data Source:</i>	Site visit reports and follow up correspondence
<i>Calculation Methodology:</i>	Number of reported annually
<i>Scope:</i>	N/A
<i>Caveats:</i>	N/A
<i>Accuracy/Maintenance:</i>	Internal protocol outlines the Site Visit Assessment Protocol and defines the preparation, assessment and follow-up requirements
<i>Responsible Person:</i>	Trial-Level Compliance Officer/Juvenile Justice Compliance Officer

*OBJECTIVE:* Improve the quality of public defense services for clients.

*INDICATOR NAME:* Annually, require case reporting for **one hundred percent (100%)** of all contract programs

*INDICATOR CODE:* 25368

<i>Type/Level:</i>	Output/Efficiency/Quality-- <b>GENERAL</b>
<i>Rationale:</i>	OSPD needs measures to ensure that workload is properly monitored and controlled in its contract programs
<i>Uses:</i>	Ensure that budget requests reflect accurate reflection of the resources required to deliver quality public defense services to all eligible defendants; protect state's interest against litigation
<i>Clarity:</i>	N/A
<i>Data Source:</i>	Case Management System, reporting requirements
<i>Calculation Methodology:</i>	Monthly reporting of all active workload, reported quarterly
<i>Scope:</i>	N/A
<i>Caveats:</i>	Some information related to this indicator may be protected
<i>Accuracy/Maintenance:</i>	N/A
<i>Responsible Person:</i>	Trial Level Compliance Officer / Juvenile Justice Compliance Officer

*OBJECTIVE:* Uniformly, all staff members at LPDB reflect and demonstrate through their work product the values expected of the district public defender offices/programs.

*INDICATOR NAME:* Annually, evaluate **one hundred percent (100%)** Office of the State Public Defender staff.

*INDICATOR CODE:* NEW

<i>Type/Level:</i>	Output/Efficiency/Quality-- <b>XXX</b>
<i>Rationale:</i>	Annual performance evaluations provide the best opportunity to assess LPDB staff

<i>Uses:</i>	Evaluate staffing needs, addressing administrative deficiencies
<i>Clarity:</i>	N/A
<i>Data Source:</i>	Performance Evaluation System (PES)
<i>Calculation Methodology:</i>	Completed Performance Evaluation System (PES), reported annually
<i>Scope:</i>	N/A
<i>Caveats:</i>	N/A
<i>Accuracy/Maintenance:</i>	N/A
<i>Responsible Person:</i>	State Public Defender

**PROGRAM ACTIVITY # 4:  
LA R.S. 15:142(B)(6) – Data Collection and Dissemination**

*OBJECTIVE:* Provide ongoing training to all data entry personnel in public defender offices in Louisiana.

*INDICATOR NAME:* Annually, provide on-site and/or long-distance training and/or technical support for appropriate personnel in **twenty (20)** district public defender and program offices

*INDICATOR CODE:* 25369

<i>Type/Level:</i>	Output
<i>Rationale:</i>	To increase the accuracy and scope of data input
<i>Uses:</i>	Improve financial and programmatic regulation of the public defense system
<i>Clarity:</i>	N/A
<i>Data Source:</i>	Training agendas/evaluations
<i>Calculation Methodology:</i>	# of trainings, reported annually
<i>Scope:</i>	N/A
<i>Caveats:</i>	N/A
<i>Accuracy/Maintenance:</i>	N/A
<i>Responsible Person:</i>	Information Technology & Management Officer

*OBJECTIVE:* Facilitate, maintain, and improve communication between the field and OSPD.

*INDICATOR NAME:* Annually, monitor **two hundred (200)** posts to specialty list servs

*INDICATOR CODE:* 25374



<i>Type/Level:</i>	Output-- <b>GENERAL</b>
<i>Rationale:</i>	Leverage resources across the state and support the specialized practice of juvenile law despite only four statutorily dedicated juvenile courts
<i>Uses:</i>	Build networks of support with the four Louisiana law schools and recruit national talent for Louisiana's justice system
<i>Clarity:</i>	N/A
<i>Data Source:</i>	The list-serv administrative panels
<i>Calculation Methodology:</i>	# of job fairs attended, reported annually
<i>Scope:</i>	N/A
<i>Caveats:</i>	N/A
<i>Accuracy/Maintenance:</i>	N/A
<i>Responsible Person:</i>	Director of Juvenile Defender Services

### **Statement of Support for Policies Helpful to Women and Families**

The following Human Resource policies are beneficial to all OSPD employees, including women and their families:

OSPD provides equal opportunities for the recruitment, employment, training and promotion of all employees based solely on merit factors and prohibits the use of gender and other non-merit factors. OSPD complies with the Family and Medical Leave Act, as applicable, to provide up to 12 workweeks of job-protected paid or unpaid leave during any 12-month period of eligible employees (regardless of gender and other non-merit factors) for certain specified family and medical reasons. OSPD credits and grants leave in accordance with Civil Service Rules and other applicable provisions. Leave is administered as uniformly and equitable as possible without regard to gender and other non-merit factors. OSPD permits the use of flexible time schedules for employees as approved by the supervisor and management. Additionally, OSPD offers maternity leave and has adopted anti-discrimination and prevention of sexual harassment policies.