

# COUNTY OF LOS ANGELES ALTERNATE PUBLIC DEFENDER

## DEPARTMENT STRATEGIC PLAN

Revised July 2007



### Our Mission

To provide high quality and caring legal representation to indigent persons charged with a crime that the Public Defender is unable to represent (due to a conflict of interest or unavailability) in court proceedings in unified Superior Courts, and in appeals to higher courts.

### Our Values

- ✓ Integrity
- ✓ Professionalism
- ✓ Compassion
- ✓ Respect for Diversity
- ✓ Team Work
- ✓ Adaptability
- ✓ Fiscal Responsibility

## **Goals and Strategies**

### **Goal 1. Service Excellence**

**1.1** Provide support staff with specific, targeted “customer service” training for both internal and external APD customers. *Status: Ongoing*

1.1.1 Implement an ongoing training program for all support staff utilizing supervising paralegals as trainers and mentors in areas of that require specialized legal knowledge, and utilizing supervising legal office support assistants as trainers and mentors in areas of service to the public. *Status: Ongoing*

**1.2** Provide branch managers (Head Deputy and Deputy-in-Charge) with specific targeted “customer service” training for both internal and external APD customers. *Status: Ongoing*

1.2.1 By December 31, 2005 implement an ongoing Deputy-in-Charge training program For all Head Deputies and Deputy-in-Charge managers to promote Departmental “Best Practices”. *Status: Ongoing*

### **Goal 2. Workforce Excellence**

**2.1** Develop a comprehensive training program and set of companion resource materials to assist all attorneys and paralegals engaged in all facets of capital litigation.

2.1.1 By October 31, 2007, develop and implement a Capital Case Training Program made up of a series of seminars utilizing in house attorney expertise. Each seminar should be video recorded for staff desktop access on APD Intranet. *Status: Ongoing*

2.1.2 By December 3, 2007, prepare and distribute a survey to identify suggestions to improve training. By January 7, 2008, compile and review survey results. *Status: Pending*

**2.2** Develop a comprehensive training program and set of companion resource materials to assist all attorneys and paralegals new to felony trial practice.

2.2.1 By September 4, 2007, complete final topic selection, speaker selection and material preparation for training of new felony attorneys. Program should be a series of seminars, utilizing in-house expertise. Each seminar should be video recorded for desktop access on APD Intranet. *Status: Pending*

2.2.2 By May 2, 2008, complete 6 part lecture series to prepare new felony lawyers to effectively represent felony clients. By June 14, 2008, complete full assessment of

program with recommendations for improvement and report these to Chief Deputy.  
*Status: Pending*

2.3 Upgrade APD's courtroom graphics presentation capability to support an attorney's ability to create and present sophisticated, in court, PowerPoint presentations for judges and juries.

2.3.1 By December 31, 2006 identify and purchase the software and hardware necessary to support in court presentations. *Status: Complete*

2.1.2 By June 30, 2007 identify an appropriate vendor to provide desktop application training in Microsoft PowerPoint and purchase sufficient sessions to train 72 attorneys. *Status: Complete*

2.1.3 By June 30, 2008 train at least 50 attorneys in PowerPoint presentations and use of supporting hardware. *Status: Pending*

### **Goal 3. Organizational Effectiveness**

3.1 Develop and implement new technology systems to improve staff access to mission critical information. *Status: Ongoing*

3.1.1 By 12/31/2007, attempt to secure grant funding for a departmental Enterprise Document Management System for the digital storage and retrieval of client case files. *Status: Pending*

3.1.2 If adequate grant funding is secured, by March 15, 2008, develop a detailed Project Plan, in cooperation with the Information System Advisory Body (ISAB), for a comprehensive solution to APD's case file storage problems with an Enterprise Document Management System integrated with APD's Case Management System. *Status: Pending*

3.1.3 By December 31, 2009 develop and implement a comprehensive solution to APD's case file storage problem. The implemented system should leverage systems and technology already developed by other County justice departments and ISAB. *Status: Pending*

3.2 Continue to analyze and refine the department's Workload Difficulty Index as part of the County's "Performance Counts!" initiative, by refining Departmental performance measures for fiscal year 2007-2008.

3.2.1 Perform monthly reviews of the Department's Attorney and Investigator Workload

Difficulty Index (WDI) and improve, refine, and implement any necessary changes to insure the continued success of WDI, the Department's Performance Counts initiative, and the efficient delivery of attorney services. *Status: Ongoing*

#### **Goal 4. Fiscal Responsibility**

**4.1** Identify opportunities where department services can be provided in a more cost effective manner and implement those services upon authorization by the Chief Administrative Office and Board of Supervisors. *Status: On-Going*

4.1.1 Identify new, cost effective ways to provide departmental services in areas where the County presently utilizes third party contracts/providers.  
*Status: Ongoing*

#### **Goal 5. Children and Families Well Being**

**5.1** By June 30, 2007 identify attorney staffing resources which can be dedicated for the continued implementation of the department's un-funded participation in the Juvenile Mental Health program for fiscal year 2007-2008. *Status: Complete*

**5.2** By June 30, 2007 identify additional staffing resources which can be dedicated to handle the rapid rise in juvenile cases at the Lancaster Superior Court for fiscal year 2007-2008. *Status: Complete*

#### **Goal 6. Health and Mental Health**

**6.1** Improve the quality of representation and general attorney services provided for clients suffering from mental health disorders. *Status: Ongoing*