

LOUISIANA PUBLIC DEFENDER BOARD

Minutes of Meeting

February 11, 2010

Tucker Room
Louisiana State University School of Law
Baton Rouge, Louisiana

A meeting of the Louisiana Public Defender Board, pursuant to call of the Chairman and lawful notice, was duly convened and called to order by its Chairman at 2:05 p.m. on Thursday, February 11, 2010, in the Tucker Room at Louisiana State University School of Law in Baton Rouge, Louisiana. Mr. Neuner recognized Board Member McGough for arranging this venue for the February 11, 2010, Board Meeting.

The following Board Members were present:

Frank Neuner, Chairman	James E. Boren
Judge Robert Burns	Cleveland Coon
Rev. Dan Krutz	Luceia LeDoux
Lucy McGough	Sam Dalton
Leo Hamilton	Christine Lipsey
Pam Metzger	Frank Holthaus

The following Board Members were absent:

Judge William Norris	Majeeda Snead
Gina Womack	

The following *ex officio* Board Members were present:

Rebecca Hudsmith

The following *ex officio* Board Members were absent:

Judge Robert Brinkman

The following members of the Board's staff were present:

Kristy Z. Boxberger, Juvenile Justice Compliance Officer
Marianne Buchanan, Budget Officer
John Di Giulio, Trial-Level Compliance Officer
Jean M. Faria, State Public Defender
Anne Gwin, Executive Assistant to State Public Defender
Roger Harris, General Counsel

Julie Kilborn, Deputy Public Defender – Director of Training
Dr. Erik Stilling, Information Technology and Management Officer
Clay Walker, Deputy Public Defender – Director of Juvenile Defender Services

1. **Review and Approval of Minutes of December 3, 2009 Board Meeting.** The Board reviewed the minutes of its meeting of December 3, 2009. Ms. LeDoux made the motion to accept the minutes. The motion was seconded by Rev. Krutz, and was approved without opposition.
2. **Report of the Chairman.** Chairman Neuner reported that Drew Rainer, the President of the Louisiana Bar Foundation, contacted him to report that Board member Jim Boren and State Public Defender Jean Faria were both nominated for the Calogero Justice Award. The award, however, will be given to the entire Louisiana Public Defender Board. Mr. Neuner thanked the Board for its dedication and work and congratulated them on the award. Mr. Neuner welcomed Frank Holthaus as a Board member, replacing Remy Starns. Mr. Neuner thanked Mr. Starns for his service. Mr. Neuner reported that Judge Norris' replacement has not yet been appointed. Mr. Neuner thanked Judge Norris for his service.
3. **Public Comments.** There were no public comments at this time.
4. **Budget Update.** Budget Officer Buchanan reported that the Louisiana Public Defender Board has \$59,087.00 remaining for reallocation after the following distributions are made:
 - a. **District 34.** District 34 has made an emergency request for funds because they did not receive their DAF distribution in either January or August 2009 due to non-compliance with reporting requirements. Ms. Buchanan reported that the District has complied with all conditions of the Budget Committee and is now in compliance. The Budget Committee moves that the Board allocate \$110,000 to District 34. Mr. Boren seconded the motion which was approved without opposition.
 - b. **District 35.** District 35 has requested that the \$34,425 allocated to it in 2007 for the use of investigators be unrestricted so that it can be used for its general budget. Ms. Buchanan reported that the reserves in the 35th District are low and that the money has not been used for investigators in two years. The Budget Committee moved that the \$34,425 in the 35th JDC be unrestricted. Mr. Boren asked that the state staff report to the Board about the use of investigators in the 35th and the possible need for training on the use of investigators in that office. Mr. Boren then seconded the motion which was approved without opposition.
 - c. **CINC Distribution.** Deputy Defender Walker requested that the \$488,305 budgeted for the CINC Parent Representation Program be allocated according to the schedule presented behind Tab 3 of the board materials. Mr. Hamilton requested that the policy decisions regarding the CINC Parent Representation Program be re-examined by a policy committee. Mr. Hamilton expressed concern that the Defenders were

assigned the Parent Representation before legislation to fund such representation was approved. The Budget Committee moved that the \$488,305 be allocated for the CINC Parent Representation Program. Professor McGough seconded the motion which was approved without opposition.

- d. **District 33.** Ms. Buchanan updated the Board that the District Defender had returned all unapproved salary increases totaling \$7,000 and overhead payments totaling \$3,000 back to the District's reserves and was now in compliance with Act 307.
 - e. **FY '11 Budget Update.** Ms. Buchanan reported that the Governor's budget included an \$8 million dollar increase from FY '10. Ms. Faria reported that after meeting with the Division of Administration, it was clear that the \$8 million was intended for use in the districts where litigation was pending or imminent – the 14th, 15th and 41st districts. Ms. Buchanan reported that \$7 million was going to be allocated to those three districts, \$500,000 was going to be used for database development, and \$500,000 was going to be allocated to the CINC Parent Representation Program.
 - f. **District Assistance Formula for January 2010.** Ms. Buchanan requested Board approval for the allocation of \$6,121,957 as reported in the tables behind Tab 4 of the board materials. She explained that this distribution was determined pursuant to the new District Assistance Formula which addressed the districts' reserves and the need for spend-down in certain districts. The Budget Committee moved for approval of the distribution. Mr. Hamilton seconded the motion which was approved without opposition.
 - g. **Legislative Auditor.** Ms. Buchanan reported on the meeting with the Legislative Auditor regarding the distribution of Parish funds to each district and the Legislative Auditor agreed that District Defenders should receive a detailed breakdown of the funds received from their local sheriff. The Legislative Auditor has agreed to assist staff in scheduling a meeting with the various sheriffs to discuss the need for proper accounting of local funds. The Legislative Auditor has also agreed to provide training to District Defenders on the need for internal controls and segregation of duties.
5. **Policy Committee.** Professor Metzger moved that a Policy Committee be formed by Chairman Neuner and that he call on any member to attend a committee meeting based on each member's area of expertise. Mr. Holthaus volunteered to join the Policy Committee as a regular member.
 6. **District Defender Office Overhead.** Trial Compliance Officer John Di Giulio reported that several districts had requested funds be allocated for overhead expenses. Mr. DiGiulio submitted a resolution that granted the State Public Defender interim authority to resolve each of these issues on a temporary basis while a policy is developed to address this issue. Mr. Hamilton recommended that the resolution allow 90 days interim authority for Ms. Faria and that the resolution first should be submitted to the Louisiana Board of Ethics and the Legislative Auditor for approval. Mr. Boren moved that the

resolution with 90 day interim authority be approved. Ms. LeDoux seconded the motion which was approved without opposition.

7. **District Defender Selection for the 26th JDC.** Mr. DiGiulio reported that the three member panel in the 26th JDC interviewed several candidates, recommending four possible candidates for the position. The executive staff of the Board along with Ex-Officio Board member Rebecca Hudsmith interviewed the four possible candidates and unanimously recommended Pam Smart for the District Defender position in the 26th JDC. Professor Metzger moved that Pam Smart be hired as the District Defender in the 26th JDC. Ms. LeDoux seconded the motion which was approved without opposition.
8. **Summer Internship Program.** Mr. Walker reported that \$20,000 had been designated in the budget for the summer internship program. The program this summer will be expanded to all four state law schools and will include both adult and juvenile defender programs. Judge Burns moved that the \$20,000 be approved for the summer internship program. Professor Coon seconded the motion which was approved without opposition.
9. **Suggested Legislation.** The Board staff recommended three pieces of legislation for Board approval: 1) reducing the mandatory number of Board meetings to a minimum of four per year; 2) eliminating the requirement that three of the Board meetings be held outside East Baton Rouge Parish; and 3) a presumption of indigence for juveniles which will expedite juvenile cases.

Mr. Boren moved that the Board recommend the first two pieces of legislation (meeting times and locations) to the Legislature. Mr. Hamilton seconded the motion which was approved without opposition.

Mr. Boren asked for more explanation regarding the presumption of indigence for juveniles. Mr. Walker explained that without a presumption of indigence, juvenile defenders were unable to meet with clients in advance of the continued custody hearing. This legislation would allow for appropriate investigation pre-continued custody as well as aid in earlier diversion of appropriate cases. Professor McGough reported that this was legislation which was approved by the Children's Code Committee as well as the Law Institute. Mr. Dalton moved that the Board recommend the presumption of indigence for juveniles to the Legislature. Mr. Boren seconded the motion which was approved without opposition.

10. **District Defender Supervision and Management Training.** Mr. Neuner reported that the staff has prepared a training program for all district defenders for management and supervision development. He asked that the Board consider making the training mandatory due to the significance of the material. Mr. Boren asked the District Defenders in attendance whether they had objections to the training being mandatory. Mr. Champagne reported that as long as exceptions were made for reasonable excuses, such as illness, that the District Defenders had no objection to the training being mandatory. Mr. Dalton moved that the District Defender Management and Supervision Training be mandatory. Professor Metzger seconded the motion which was approved

without opposition. Mr. Boren reported that the statute describing the trainings to be provided by the Director of Training allows for CLE credit to be given for those trainings. Mr. Harris submitted a resolution that directed the Director of Training to obtain approval to offer continuing legal education credits in connection with the Board's training programs. Profession McGough moved that the resolution be approved. Mr. Holthaus seconded the motion which was unanimously approved.

11. BJA.

a. 14th JDC Report. The judges have voted en banc to invite BJA to work with the criminal justice system to analyze case flow and docketing procedures.

b. 41st JDC Report. Chairman Neuner reported that the BJA report regarding Orleans had just been received by the state staff and has not yet been analyzed. Mr. Flood reported that the staff at OPD has been investigating the issues raised in the report – having already implemented many of the recommendations made therein. The state staff will continue this work and report to the Board at the next meeting.

12. NLADA Report. Mr. Neuner reported that the NLADA Report regarding the 15th JDC is not yet complete. It is expected in March.

13. Litigation in the 14th. The stay in the class action suit in Calcasieu has been lifted. The Attorney General's office (representing the Governor and the Legislature) has filed Exceptions for No Cause of Action and No Right of Action. The hearing for these exceptions is scheduled for March 8, 2010.

14. Raymond Cannon's Law Suit. In the 6th JDC, Raymond Cannon filed suit against the Board. Roger Harris is representing the Board. Mr. Harris reported that Mr. Cannon has been deposed. Mr. Cannon's Preliminary Injunction to stop his termination will be heard in early March.

15. Orleans Caseload. A letter was received from Judge Hunter in the 41st JDC regarding excessive caseload. The District Defender in the 41st, Derwyn Bunton, is investigating issues raised in Judge Hunter's letter and is monitoring caseload in the district.

16. State Public Defender's Report. The State Public Defender submitted her written report. She added that Mr. Neuner has contacted Mayor-Elect Landrieu's transition team and has a meeting February 23rd to discuss the criminal justice system in New Orleans.

17. Additional Business. Ms. LeDoux moved that the agenda be amended for an additional item. Mr. Holthaus seconded the motion which was approved without opposition. Ms. LeDoux reported that the Pew Technical Advisors Group was working in several states on reforms in sentencing. Ms. LeDoux moved that the Board adopt a resolution that the LPDB invite the Pew Foundation to adopt Louisiana as one of its project states for sentencing reform and that the Board contact the Governor, the President of the Senate and the Speaker of the House to similarly invite the Pew Group to work in Louisiana on

sentencing reform. Mr. Hamilton seconded the motion which was approved without opposition.

18. Next Meeting Date(s). Chairman Neuner sought input on future meetings days and times. It was decided that the Board would meet on March 15, 2010 at 2pm and again on April 19, 2010 at 2pm.

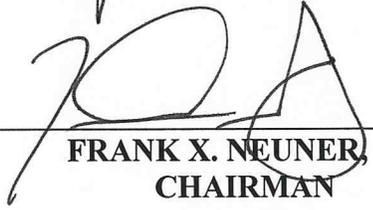
19. Adjournment. Mr. Hamilton moved that the meeting be adjourned. Mr. Holthaus seconded the motion which was approved without opposition.

Guests Present:

Tony Champagne
Bradley Dautat
Reggie McIntyre
Richard Tompson
Tommy Gernhauser
Clay Carroll
Vic Bradley
Alex Chapman
Mike Mitchell

Kerry Cuccia
Gary Clements
Brian McRae
Chris Flood
David Deshotels
Steve Thomas
Bob Noel
Alan Robert

I HEREBY CERTIFY that the foregoing is a full, true and correct account of the proceedings of the Louisiana Public Defender Board, held on February 11, 2010, as approved by the Board on the 19th day of April, 2010.



FRANK X. NEUNER, JR.
CHAIRMAN



STATE OF LOUISIANA
PUBLIC DEFENDER BOARD

RESOLUTION

On the 15th day of March 2010, at a meeting of the Louisiana Public Defender Board, held in Baton Rouge, Louisiana, with a quorum of members present, the following business was conducted:

WHEREAS, a discussion was held concerning monies collected by public entities and/or officials on behalf of a district public defender's office that have not been disbursed to the district public defender's office despite one or more requests by a District Defender to do so; and

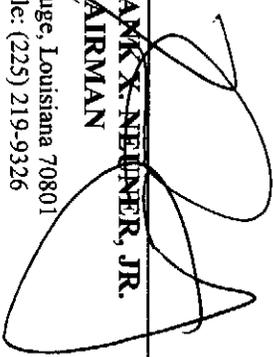
WHEREAS, it was the Board's consensus that, in such cases, a mandamus action by a District Defender against the public entities and/or officials may be necessary to ensure performance of a ministerial duty (i.e., the disbursement of funds collected on behalf of a district public defender's office that are due and owing);

NOW, THEREFORE, considering the foregoing, it was duly moved and seconded that the following resolution be adopted:

BE IT RESOLVED that District Defenders are authorized to institute suits for mandamus on their own behalf against public entities and/or officials who have collected monies on behalf of a district public defender's office, but have failed to disburse such monies to the district public defender's office after receiving one or more requests from a District Defender to do so and, further, to negotiate settlements of claims in such amounts and upon such terms as the District Defender instituting such suit(s) sees fit.

The above resolution was passed unanimously by those board members present and voting at the meeting.

I CERTIFY THAT the above and foregoing constitutes a true and correct copy of the resolution resulting from a meeting of the Louisiana Public Defender Board held on the 15th day of March 2010.


FRANK X. NEUNER, JR.
CHAIRMAN

500 Laurel Street, Suite 300, Baton Rouge, Louisiana 70801
Telephone: (225) 219-9305 Facsimile: (225) 219-9326



STATE OF LOUISIANA
PUBLIC DEFENDER BOARD

RESOLUTION

On the 19th day of April 2010, at a meeting of the Louisiana Public Defender Board, held in Baton Rouge, Louisiana, with a quorum of members present, the following business was conducted:

The Board received information from the Budget Committee concerning the Budget Committee's efforts to quantify District Defenders' overhead. A discussion was had concerning La. R.S. 15:161(H)(2), which mandates the Board to set District Defenders' salaries, and further provides that "the salaries and benefits in place on January 1, 2007, for each chief indigent defender shall continue as the beginning salary for each district public defender and shall not be decreased." It was determined that the Board did not have the "salaries and benefits" information for each chief indigent defender as of January 1, 2007, nor did the Board have information concerning overhead being paid to each chief indigent defender when the Public Defender Act (Act 307) became effective on August 15, 2007.

Considering the foregoing, it was duly moved and seconded that the following resolution be adopted:

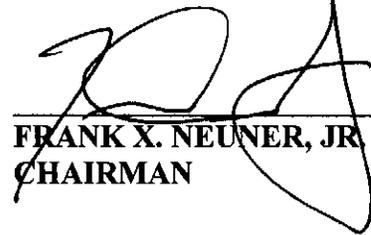
BE IT RESOLVED that each District Defender provide the LPDB staff, in a format approved by the State Public Defender, with the amount of annual salaries and benefits that were in place on January 1, 2007, for the then chief indigent defender of his or her district, together with appropriate supporting documentation (as determined by the State Public Defender) corroborating such amounts, including contracts, local board minutes, bank statements, accounting records, etc.

BE IT FURTHER RESOLVED that each District Defender provide the LPDB staff, in a format approved by the State Public Defender, with the amount of any overhead payments that were being received by the District Defender as of August 15, 2007, together with appropriate supporting documentation (as determined by the State Public Defender) corroborating such amounts, including contracts, local board minutes, bank statements, accounting records, etc.

BE IT FURTHER RESOLVED that if a District Defender is unable to provide appropriate supporting documentation, that District Defender shall execute an affidavit, in a format approved by the State Public Defender, swearing under penalty of perjury, as to the amount of salaries and benefits, including overhead, that were in place for the then chief indigent defender on January 1, 2007.

The above resolution was passed unanimously by those board members present and voting at the meeting.

I CERTIFY THAT the above and foregoing constitutes a true and correct copy of the resolution resulting from a meeting of the Louisiana Public Defender Board held on the 19th day of April 2010.



FRANK X. NEUNER, JR.
CHAIRMAN



STATE OF LOUISIANA
PUBLIC DEFENDER BOARD

RESOLUTION

On the 19th day of April 2010, at a meeting of the Louisiana Public Defender Board, held in Baton Rouge, Louisiana, with a quorum of members present, the following business was conducted:

The Board received information from the State Public Defender concerning a resolution proposed by The Joint Right to Counsel, Access to Justice Language Access Subcommittee of the Louisiana State Bar Association. A discussion was had concerning the diversity of persons who appear in Louisiana courts and the need to institute minimal requirements related to the use of interpreters in Louisiana courts.

Considering the foregoing, it was duly moved and seconded that the following resolution be adopted:

BE IT RESOLVED that the Board urges and requests the Louisiana Supreme Court to create Language Access Guidelines for Louisiana that provide for the certification, appointment, and use of interpreters to secure the state and federal constitutional rights of non-English-speaking or limited English proficiency persons in all criminal and juvenile proceedings.

The above resolution was passed unanimously by those board members present and voting at the meeting.

I CERTIFY THAT the above and foregoing constitutes a true and correct copy of the resolution resulting from a meeting of the Louisiana Public Defender Board held on the 19th day of April 2010.


FRANK X. NEUNER, JR.
CHAIRMAN



STATE OF LOUISIANA
PUBLIC DEFENDER BOARD

RESOLUTION

On the 19th day of April 2010, at a meeting of the Louisiana Public Defender Board, held in Baton Rouge, Louisiana, with a quorum of members present, the following business was conducted:

The Board received information from the State Public Defender concerning strategic planning efforts and the Board's obligation under La. R.S. 15:147(B)(3) to "Review and approve the strategic plan ... submitted by the state public defender..." As such, the Board is of the view that articulation of a Mission Statement will clarify for the staff, the District Defenders, the public at large, and other stakeholders the direction and focus which the Board believes is important.

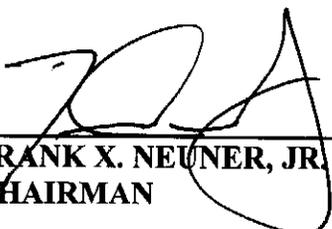
Considering the foregoing, it was duly moved and seconded that the following resolution be adopted:

BE IT RESOLVED that the Board adopts the following Mission Statement:

In pursuit of equal justice, the Louisiana Public Defender Board advocates for clients, supports practitioners and protects the public by continually improving the services guaranteed by the constitutional right to counsel. Through its commitment to performance standards, ethical excellence, data-driven practices and client-centered advocacy, the Louisiana Public Defender Board oversees the delivery of high quality legal services affecting adults, children and families, and supports community well-being across Louisiana.

The above resolution was passed unanimously by those board members present and voting at the meeting.

I CERTIFY THAT the above and foregoing constitutes a true and correct copy of the resolution resulting from a meeting of the Louisiana Public Defender Board held on the 19th day of April 2010.



FRANK X. NEUNER, JR.
CHAIRMAN

RULE

Office of the Governor Public Defender Board

Capital Defense Guidelines (LAC 22:XV.Chapter 9)

The Public Defender Board, a state agency within the Office of the Governor, has adopted LAC 22:XV.Chapter 9, as authorized by R.S. 15:148. This Rule is promulgated in accordance with the provisions of the Administrative Procedure Act, R.S. 49:950 et seq.

Act 307 of the 2007 Regular Session of the Louisiana Legislature directed the Public Defender Board to adopt rules creating mandatory: 1) statewide public defender standards and guidelines that require public defender services to be provided in a manner that is uniformly fair and consistent throughout the state; and 2) qualification standards for public defenders that ensure that the public defender services are provided by competent counsel. Said standards are to ensure that public defenders are qualified to handle specific case types which shall take into consideration the level of education and experience that is necessary to competently handle certain cases and case types, including capital cases. In compliance with the directives of Act 307, the Public Defender Board adopts these capital defense guidelines.

Title 22

CORRECTIONS, CRIMINAL JUSTICE AND LAW ENFORCEMENT

Part XV. Public Defender Board

Chapter 9. Capital Defense Guidelines

§901. Objective and Scope of Guidelines

A. Objective of the Guidelines and Performance Standards

1. The objective of these guidelines and associated performance standards is to create mandatory statewide guidelines and performance standards for the defense of capital cases as required by R.S. 15:148(B)(10) in order to ensure high quality legal representation for all persons facing the possible imposition or execution of a death sentence in a manner that is uniformly fair and consistent throughout the state.

2. The guidelines are principally intended to focus on the structure of capital defense service delivery. The associated performance standards are principally intended to focus on the tasks involved in the delivery of capital defense services by attorneys, investigators, mitigation specialists and supervisors.

3. These guidelines are intended to adopt and apply the guidelines for capital defense set out by the American Bar Association's *Guidelines for the Appointment and Performance of Defense Counsel in Death Penalty Cases*, its associated Commentary and the *Supplementary Guidelines for the Mitigation Function of Defense Teams in Death Penalty Cases*. In these guidelines, the ABA guidelines have been adapted and applied to meet the specific needs and legal requirements applicable in Louisiana while seeking to give effect to the intention and spirit of the ABA guidelines.

4. These guidelines and associated performance standards are intended to provide capital defenders and responsible agencies with specific guidance on the performance of their functions and to allow the state public

defender and the Public Defender Board to more efficiently evaluate the delivery models and performance of the capital defense services provided throughout the state.

B. Scope of the Guidelines

1. These guidelines and associated performance standards apply from the moment the client is taken into custody and extend to all stages of every case in which the state may be entitled to seek the death penalty, including pre-indictment proceedings, the initial and ongoing investigation, pretrial proceedings, trial, motion for new trial, sentencing, the direct appeal, state and federal post-conviction review, clemency proceedings, and any connected litigation. The guidelines and performance standards also apply to any services rendered prior to the client being taken into custody, such as where counsel assists the client in surrendering.

2. Unless specifically mentioned, these guidelines shall apply only in the case of capital defendants who are eligible for public defender services. The word "defendant" is used broadly to describe the client at all stages of every case covered by these guidelines.

AUTHORITY NOTE: Promulgated in accordance with R.S. 15:148.

HISTORICAL NOTE: Promulgated by the Office of the Governor, Public Defender Board, LR 36:993 (May 2010).

§903. Adoption and Implementation of Capital Representation Plans

A. Adoption of Capital Representation Plans

1. The state public defender shall adopt and implement a plan formalizing the means by which high quality legal representation in death penalty cases is to be provided in accordance with these guidelines (the Louisiana Capital Representation Plan).

2. Each district public defender (or regional director where a service region has been established) shall adopt and implement a plan formalizing the means by which high quality legal representation in death penalty cases is to be provided in accordance with these guidelines and the Louisiana Capital Representation Plan (the District Capital Representation Plan).

3. The state public defender may publish a form for the District Capital Representation Plan.

B. Capital Representation Plans to Provide for Compliance with the Guidelines

1. The Louisiana Capital Representation Plan and the District Capital Representation Plans shall set forth how each jurisdiction will conform to each of these guidelines and meet the standards established by the performance standards.

C. Capital Representation Plans to Provide for Zealous Advocacy

1. All elements of the Capital Representation Plan should be structured to ensure that counsel defending death penalty cases are able to do so free from political influence, judicial interference, conflicts of interest and under conditions that enable them to provide zealous advocacy in accordance with the Louisiana Rules of Professional Conduct. The Capital Representation Plans should be structured to allow these goals to be achieved in a cost-effective and fiscally responsible manner.

2. While ensuring that the performance of the defense function is free from judicial interference, defense counsel should:

a. maintain adherence to the Rules of Professional Conduct;

b. manifest a professional attitude toward the judge, opposing counsel, witnesses, jurors, and others in the courtroom; and

c. should not knowingly disobey an obligation under the rules or rulings of a court, except for an open refusal based on an assertion that no valid obligation exists.

D. Capital Representation Plans to Provide for Case Supervisor in Every Case

1. The Capital Representation Plan shall provide that for each capital case a case supervisor will be specifically identified. Each case supervisor must be certified as lead counsel under these guidelines.

2. Where lead counsel in the case is an employee of a public defender office or defender organization, the supervisor will be the director of that office or organization, or a person he or she assigns to that role.

3. Where lead counsel in the case is acting under contract, the supervisor will be the director of the contracting agency, or a person he or she assigns to that role.

4. Where the director of an office, organization or contracting agency is counsel in the case, the supervisor shall be the trial level compliance officer or a person assigned by the trial level compliance officer.

5. The case supervisor is not counsel in the case but is responsible for assisting and supporting each attorney to provide representation in compliance with these guidelines. The case supervisor must monitor the representation in the case for compliance with these guidelines and associated performance standards.

6. The case supervisor may make recommendations to the defense team, resolve workload questions pursuant to §919 and report non-compliance with the guidelines to the district public defender and state public defender. The case supervisor does not have the authority to act on behalf of the defendant or to direct members of the defense team to take any action or refrain from taking any action.

E. Transitional provisions for capital representation plan

1. Each district public defender and the state public defender is to complete and submit to the board a capital representation plan within three months of the adoption of these guidelines by the board. The state public defender is to provide technical assistance to district public defenders to assist in completing their capital representation plans.

AUTHORITY NOTE: Promulgated in accordance with R.S. 15:148.

HISTORICAL NOTE: Promulgated by the Office of the Governor, Public Defender Board, LR 36:993 (May 2010).

§905. Designation of Responsible Agencies

A. Responsibility for Ensuring High Quality Legal Representation in Capital Cases

1. Subject to R.S. 15:165, the district public defender is responsible within his or her jurisdiction for:

a. ensuring that each capital defendant in the jurisdiction receives high quality legal representation consistent with these guidelines and associated performance standards at trial level;

b. ensuring the continuing cooperation of trial counsel and defense team members with appellate and post-conviction counsel;

c. recruitment and development of attorneys to represent capital defendants at trial level, including assisting attorneys in meeting certification requirements;

d. assigning the attorneys who will represent the defendant throughout the trial level of the case, except to the extent that the defendant has private attorneys and has not sought assistance as a partially indigent defendant;

e. monitoring the performance of all attorneys providing trial level capital representation in the jurisdiction;

f. periodically reviewing the roster of qualified attorneys in his or her jurisdiction and recommending to the state public defender the withdrawal of certification from any attorney who fails to provide high quality legal representation consistent with these guidelines; and

g. investigating and maintaining records concerning complaints about the performance of attorneys providing representation in death penalty cases within his or her jurisdiction and taking appropriate corrective action without delay.

2. The district public defender may assign these responsibilities to the state public defender by agreement with the state public defender and upon execution of an appropriate District Capital Representation Plan. Where a service region is established, the responsibilities vested in the district public defender in these guidelines may be assigned to the regional director as a part of a service delivery method for the region established under R.S. 15:160(B)(7).

3. The state public defender is responsible for:

a. ensuring that each capital defendant in the jurisdiction receives high quality legal representation consistent with these guidelines and associated performance standards at post-sentencing, appellate level and upon any remand;

b. ensuring that each capital defendant in the jurisdiction receives high quality legal representation consistent with these guidelines and associated performance standards at state post-conviction level;

c. ensuring that each capital defendant in the jurisdiction receives high quality legal representation consistent with these guidelines and associated performance standards at clemency level;

d. ensuring that each capital defendant in the jurisdiction receives high quality legal representation consistent with these guidelines and associated performance standards at trial level where defense services are provided by a capital defense organization acting pursuant to a contract with the board;

e. ensuring that each capital defendant in the jurisdiction receives high quality legal representation consistent with these guidelines and associated performance standards at trial level where responsibility is assigned to the state public defender by agreement with the district public defender or where such responsibility is assigned pursuant to R.S. 15:165;

f. investigating and maintaining records concerning complaints about the performance of attorneys providing representation in cases for which he or she has responsibility under §905.A and take appropriate corrective action without delay; and

g. performing or ensuring the performance of all the duties listed in Subsection E of this Section.

B. Independence from the Judiciary

1. The district public defender, regional director and state public defender are to be independent of the judiciary and they, not the judiciary or elected officials, shall select lawyers for specific cases.

C. Delegation of Responsibility for Ensuring High Quality Legal Representation in Capital Cases

1. If the district public defender, regional director or state public defender assigns, contracts or delegates performance of its responsibilities under this Section, it shall clearly identify within the Capital Representation Plan to whom responsibility is assigned, contracted or delegated.

2. Performance of responsibilities under this Section may only be assigned, contracted or delegated to:

a. the state public defender;

b. a defender organization, that is:

i. a jurisdiction-wide capital trial office, relying on staff attorneys, members of the private bar or both to provide representation in death penalty cases. This may include a regional death penalty center as described in R.S. 15:164;

ii. a jurisdiction-wide capital appellate and/or post-conviction defender office, relying on staff attorneys, members of the private bar or both to provide representation in death penalty cases; or

iii. an independent authority, that is, an entity run by defense attorneys with demonstrated knowledge and expertise in capital representation.

3. Regardless of any contract, assignment or delegation (save for an assignment of responsibility to the state public defender or the regional director) the district public defender, regional director or state public defender remain ultimately responsible for ensuring that the responsibilities described under this Section are met.

D. Conflict of Interest

1. In any circumstance in which the performance of a duty under this Section would result in a conflict of interest, the relevant duty should be performed by the state public defender, a defender organization or independent authority free of a conflict of interest and identified for this purpose in the Capital Representation Plan.

2. The Capital Representation Plan shall identify an effectual system to identify and resolve such conflicts. The system will include provisions to ensure that no organization or person responsible for representing a capital defendant shall be responsible for assigning or supervising counsel for another defendant with an antagonistic defense.

3. In order to ensure that the state public defender's office remains free of conflicts in all cases, no attorney who holds a formal role in the office of the state public defender shall represent a capital defendant in the jurisdiction during the term of his or her service.

E. Duties of State Public Defender

1. The state public defender should, in accordance with these guidelines, perform the following duties:

a. recruit and certify attorneys as qualified to be appointed to represent defendants in death penalty cases;

b. draft and periodically update rosters of certified attorneys;

c. periodically publish the certification standards, the procedures by which attorneys are certified and how attorneys are assigned to particular cases in each district;

d. assign the attorneys who will represent the defendant at each stage of every case where the state public defender has responsibility for ensuring that the capital defendant receives high quality legal representation under §905.A;

e. monitor the performance of all attorneys and defender organizations providing representation in capital proceedings;

f. periodically review the roster of qualified attorneys and withdraw certification from any attorney who fails to provide high quality legal representation consistent with these guidelines;

g. conduct, sponsor, or approve specialized training programs for attorneys representing defendants in death penalty cases;

h. recruit and support the professional development of mitigation specialists in the state of Louisiana; and

i. ensure that each district public defender and regional director complies with his or her responsibilities under these guidelines and associated performance standards.

AUTHORITY NOTE: Promulgated in accordance with R.S. 15:148.

HISTORICAL NOTE: Promulgated by the Office of the Governor, Public Defender Board, LR 36:994 (May 2010).

§907. Case tracking of Capital Cases

A. Obligation of District Public Defender to Track All Capital Cases within Jurisdiction

1. Each district public defender should track the arrest, indictment, procedural posture and disposition in all capital cases in his or her district up to and including sentencing stage. Tracking should include the cases of those defendants who are not currently indigent. Information gathered from the tracking of capital cases is to be promptly provided to the state public defender.

2. The district public defender's obligations under this Section remain even where the district has assigned responsibility for capital representation to the state public defender.

B. Obligation of State Public Defender to Track Capital Cases Post-sentencing

1. The state public defender should track the appeal, state post-conviction, federal post-conviction and clemency proceedings of every capital case in the jurisdiction.

C. Obligation of State Public Defender to Maintain Statewide Caseload Data

1. The state public defender should maintain and make available to the Board data describing the statewide capital caseload at each stage of a capital case.

AUTHORITY NOTE: Promulgated in accordance with R.S. 15:148.

HISTORICAL NOTE: Promulgated by the Office of the Governor, Public Defender Board, LR 36:995 (May 2010).

§909. Eligibility for Public Defender Services

A. Eligible for Services if Financially Unable to Secure Appropriate Representation

1. A person will be eligible for public defender services if he or she is unable, without substantial financial

hardship to himself or to his dependents, to obtain competent, qualified legal representation on his own.

2. Substantial financial hardship is presumptively determined to include all defendants who receive public assistance, such as Food Stamps, Temporary Assistance for Needy Families, Medicaid, Disability Insurance, resides in public housing, or earns less than two hundred percent of the federal poverty guideline. A defendant is presumed to have a substantial financial hardship if he or she is currently serving a sentence in a correctional institution or is housed in a mental health facility.

3. Capital defendants not falling below the presumptive threshold will be eligible to receive public defender services if their particular circumstances, including seriousness of the charges being faced, monthly expenses, local private counsel rates for counsel qualified to handle capital cases, would result in a "substantial hardship" were they to seek to retain private counsel. Relevant considerations may include such factors as income or funds from employment or any other source, including public assistance, to which the accused is entitled, property owned by the accused or in which he or she has an economic interest, outstanding obligations, the number and ages of dependents, employment and job training history, and level of education. Release on bail alone shall not disqualify a person from eligibility.

4. A capital defendant meeting the above criteria will be eligible for public defender services notwithstanding that he or she has retained counsel through a collateral funding source or on a pro bono basis. A capital defendant who has retained counsel at his own expense may be eligible for public defender services subject to careful examination of his or her financial status and the possibility of seeking an order under R.S. 15:176.

B. Determination of Eligibility

1. The district public defender shall be responsible for determining eligibility for public defender services in each case in his or her jurisdiction. Should the district public defender be prevented from making such a determination by a conflict of interest, responsibility for the determination of eligibility will transfer to the state public defender.

2. The determination of eligibility shall not be subject to judicial or political interference.

3. A determination of eligibility in capital cases should be made as soon as possible after arrest or after the issue of eligibility has been raised.

4. Once a capital defendant is determined to be eligible for public defender services he or she shall be presumed to remain eligible through each stage of the capital case unless a formal determination of ineligibility is made.

5. Where, as a result of a change of circumstances or new information, the district public defender or state public defender believes that a defendant may not be eligible, the question of eligibility shall be investigated and a new determination made.

6. A capital defendant may be found to be eligible for public defender services notwithstanding a judicial finding that the defendant is not indigent pursuant to R.S. 15:175.

C. Eligibility in Capital Cases Presumed until Investigation of Eligibility Complete

1. All capital defendants are presumed eligible for public defender services until the completion of any

investigation of eligibility and a formal determination of ineligibility.

D. Finding of Ineligibility

1. Where a capital defendant is found to be ineligible for public defender services under this Section, the defendant may apply to the court for a determination of indigency under R.S. 15:175. If found by the court to be indigent, the defendant shall be deemed to be eligible for the purposes of this Section.

2. No capital defendant shall be found ineligible where he or she is able to provide some but not all of the funds necessary for an adequate defense. Instead, the defendant should be found eligible and an application for partial reimbursement pursued under R.S. 15:176.

AUTHORITY NOTE: Promulgated in accordance with R.S. 15:148.

HISTORICAL NOTE: Promulgated by the Office of the Governor, Public Defender Board, LR 36:995 (May 2010).

§911. Assignment of Counsel

A. Assignment of Specific Attorneys to Each Capital Case

1. In each capital case the person or organization responsible for assigning counsel pursuant to §905 shall assign specific attorneys to each case and not an office, organization or group of attorneys. At least one appropriately certified attorney shall be assigned as lead counsel and at least one appropriately certified attorney shall be assigned as associate counsel. Additional counsel may be assigned when necessary or appropriate and assignments may be changed, subject to maintaining continuing compliance with these guidelines.

B. Assignment to be Consistent with Requirements of Guidelines

1. An attorney may only be assigned if he or she is currently certified in the appropriate role, is conflict free, meets the workload requirements of these guidelines and can be compensated in accordance with these guidelines. Assignments of attorneys must be made so as to meet the requirements of these guidelines, including §913.

C. Assignment of Counsel to Eligible Defendant Desiring Public Defender Services

1. Counsel shall be assigned to each defendant who is eligible to receive public defender services at the earliest possible opportunity following arrest and, wherever possible, prior to appearance under C. Cr. P. art. 230.1. Counsel shall be assigned no later than 48 hours after the time for appearance under C. Cr. P. art. 230.1.

2. Where an eligible capital defendant is arrested outside of Louisiana, the district public defender in the district in which the offense is alleged to have occurred will immediately assign counsel.

3. Counsel may be assigned prior to arrest where the capital defendant is an existing client of a public defender service or where the defendant seeks assistance in surrendering him or herself to police.

4. Counsel shall not be assigned to a defendant who indicates that he does not wish to receive public defender services. With the consent of the defendant, public defender services may be provided while a defendant considers whether he or she desires to receive public defender services.

D. Assignment of Counsel prior to Formal Finding of Eligibility

1. Where counsel is assigned prior to a formal finding of eligibility it is counsel's responsibility to immediately confer with the defendant to confirm his or her desire to receive public defender services unless this has already occurred.

E. Assignment of Counsel in Conflict Cases

1. Assignments in cases where there exists a conflict of interest will occur in accordance with the Capital Representation Plan and §905. Any person or organization unable to perform the assignment function due to a conflict of interest must immediately act to ensure that the appropriate non-conflicted authority may make the assignment.

F. Assignment of Counsel in Overflow Cases

1. Assignments in cases where the responsible person or organization is unable to assign counsel due to a lack of appropriately qualified and available counsel will occur in accordance with the Capital Representation Plan. Any person or organization unable to make an assignment due to a lack of available counsel must immediately act under the Capital Representation Plan to ensure that the appropriate authority may make the assignment.

G. Self-representation and Assignment of Standby Counsel

1. Where a capital defendant seeks to proceed without counsel, counsel is obliged to continue to represent the client in accordance with these guidelines and the performance standards until the motion for self-representation is granted. This obligation will include: investigating the competency of the client; the capacity of the client to knowingly, voluntarily and intelligently waive the right to the assistance of counsel; and the capacity of the client to engage in self-representation. Where appropriate, counsel should oppose the defendant's motion. Where appropriate, counsel should seek review of a trial court decision granting a capital defendant's motion for self-representation.

2. Where a capital defendant is proceeding pro se and the court permits or requires standby counsel, attorneys shall be assigned under these guidelines. Where attorneys are assigned to act as standby counsel a defense team shall be assembled consistent with §913 and be prepared to assume representation of the defendant should the court so order. Standby counsel has an ongoing obligation to monitor the capital defendant's competency, the quality of his waiver and his ability to represent himself and to bring such matters to the attention of the court where appropriate.

H. Unavailability of Counsel for Assignment

1. Where the persons or organizations identified in the capital representation plan responsible for assignment of counsel are unable to assign counsel, the district public defender and the state public defender shall be immediately notified. Where the district public defender and the state public defender are also unable to assign counsel, the state public defender shall immediately cause to be filed with the relevant court a notice that counsel cannot be assigned at this time.

2. In such cases, the state public defender shall assign capitolly certified counsel for the limited purpose of protecting the capital defendant's rights, including pursuing a halt of the prosecution.

3. Where counsel cannot be assigned to a case under this Section, the state public defender and district public

defender shall have an ongoing responsibility to identify counsel suitable for assignment to the case.

I. Transitional Provisions for Assignments Made Prior to Adoption of Guidelines

1. The district public defender or state public defender, as appropriate, shall review all assignments of attorneys in open capital cases made within his or her jurisdiction prior to the adoption of these guidelines by the board. Within six months of the adoption of these guidelines the district public defender or state public defender, as appropriate, shall take such action as is necessary to ensure that the assignment of attorneys in each such case has been brought into compliance with these guidelines.

AUTHORITY NOTE: Promulgated in accordance with R.S. 15:148.

HISTORICAL NOTE: Promulgated by the Office of the Governor, Public Defender Board, LR 36:996 (May 2010).

§913. The Defense Team and Supporting Services

A. Minimum Components of the Defense Team

1. For all capital defendants, a defense team that will provide high quality legal representation must be assembled.

a. The defense team should consist of no fewer than two attorneys certified in accordance with §915 of these guidelines (with at least one qualified as lead counsel), an investigator, and a mitigation specialist.

b. The defense team must include individuals possessing the training and ability to obtain, understand and analyze all documentary and anecdotal information relevant to the client's life history.

c. At least one member of the team must have specialized training in identifying, documenting and interpreting symptoms of mental and behavioral impairment, including cognitive deficits, mental illness, developmental disability, neurological deficits; long-term consequences of deprivation, neglect and maltreatment during developmental years; social, cultural, historical, political, religious, racial, environmental and ethnic influences on behavior; effects of substance abuse and the presence, severity and consequences of exposure to trauma.

d. The two attorneys, investigator and mitigation specialist described above are the minimum components of any defense team. The emphasis in assembling a defense team is to ensure that the team possesses the skills, experience and capacity to provide high quality representation in the particular case.

e. Additional team members will be appropriate in many cases in order to:

i. reflect the seriousness, complexity or amount of work in a particular case;

ii. meet legal or factual issues involving specialist knowledge or experience;

iii. ensure that the team has the necessary skills, experience and capacity available to provide high quality representation in the particular case;

iv. provide for the professional development of defense personnel through training and case experience; and

v. for any other reason arising in the circumstances of a particular case.

B. Expert, Investigative and Other Ancillary Professional Services

1. Counsel shall have access to the assistance of all expert, investigative, and other ancillary professional

services reasonably necessary or appropriate to provide high quality legal representation at every stage of the proceedings.

2. The state public defender shall provide funds for the assistance of experts, including mitigation specialists, and extraordinary investigative services. Such services will be provided by persons independent of the government and confidentiality of communications with the persons providing such services is to be maintained throughout the funding process. Funds for ordinary investigative services will be provided by the district public defender unless responsibility for the case under §905 is vested in the state public defender.

C. Defendants with Retained or Pro Bono Counsel

1. A capital defendant who is eligible for public defender services under §909 is entitled to public funds for the minimum components of a defense team and expert, investigative and other ancillary services notwithstanding that he or she has retained or pro bono counsel.

2. In such a case the district public defender, regional director or state public defender, as appropriate, shall be responsible for supplementing existing services available to the defendant to meet the requirements of this Section.

3. In such a case, the district public defender, regional director or state public defender, as appropriate, shall be responsible for ensuring that the capital defendant receives high quality legal representation in his or her capital case. In the absence of specific agreement with the district public defender, regional director or state public defender, counsel assigned to the case shall operate as lead counsel.

4. If a retained attorney becomes unable to continue representing a capital defendant because the defendant or any third party cannot fulfill the terms of the financial agreement between the attorney and the defendant or any third party, that attorney is not eligible to be appointed to represent the defendant.

AUTHORITY NOTE: Promulgated in accordance with R.S. 15:148.

HISTORICAL NOTE: Promulgated by the Office of the Governor, Public Defender Board, LR 36:997 (May 2010).

§915. Qualifications of Defense Counsel

A. Certification Standards Intended to Ensure High Quality Legal Representation

1. The certification standards and mechanisms established by these guidelines should be construed and applied in such a way as to further the overriding goal of providing each client with high quality legal representation.

B. Goals of Certification Standards

1. In formulating certification standards, the Public Defender Board seeks to insure:

a. that every attorney representing a capital defendant has:

i. obtained a license or permission to practice in the state of Louisiana;

ii. the skills, experience and capacity available to provide high quality capital defense representation;

iii. demonstrated a commitment to providing zealous advocacy and high quality legal representation in the defense of capital cases; and

iv. satisfied the training requirements set forth in §923;

b. that the pool of defense attorneys as a whole is such that each capital defendant in Louisiana receives high quality legal representation. Accordingly, the certification standards are meant to insure that the pool includes sufficient numbers of attorneys who have demonstrated:

i. substantial knowledge and understanding of the relevant state, federal and international law, both procedural and substantive, governing capital cases;

ii. skill in the management and conduct of complex negotiations and litigation;

iii. skill in legal research, analysis, and the drafting of litigation documents;

iv. skill in oral advocacy;

v. skill in the use of expert witnesses and familiarity with common areas of forensic investigation, including fingerprints, ballistics, forensic pathology, and DNA evidence;

vi. skill in the investigation, preparation, and presentation of evidence bearing upon mental status, including mental retardation;

vii. skill in the investigation, preparation, and presentation of mitigating evidence;

viii. skill in the elements of trial advocacy, such as jury selection, cross-examination of witnesses, and opening and closing statements; and

ix. skill in maintaining a strong working relationship with a capital defendant.

C. Standard Process for Certification

1. Certification is available for the roles of Trial Lead Counsel, Trial Associate Counsel, Appellate Lead Counsel, Appellate Associate Counsel, Post-Conviction Lead Counsel, or Post-Conviction Associate Counsel.

2. Attorneys seeking certification must submit a detailed application to the state public defender with the overall purpose of establishing their experience and knowledge in each of the categories in §915.B.1.b, as well as the minimum requirements for the particular role for which they seek certification as outlined in §915.D, and have satisfied the training requirements outlined in §923.

3. The information in an application for certification shall include:

a. to the extent possible, a list of all capital cases in which the attorney has served as defense counsel, including the name of the defendant, judicial district court, trial judge, prosecuting attorneys, co-counsel, the result or verdict and any reported appellate decisions in the case;

b. any other experiences the attorney believes will establish his or her qualifications, including but not limited to:

i. non-capital trial or appellate experience;

ii. experience as a public defender or prosecutor, or as an attorney in a capital defense organization;

iii. observation of complete capital trials; and/or

iv. extensive research and/or training in the field of capital defense;

c. at least two samples of substantial written legal work product including analysis of complex legal issues, preferably filed in a capital case, prepared by the attorney at the trial, appellate or post-conviction level;

d. the names and phone numbers of two district court judges (or appellate judges in the case of appellate certification) or capital defense attorneys familiar with the attorney's work as an advocate;

e. written statement by the applicant describing the extent and source of relevant proficiencies in each of the categories in §915.B.1.b;

f. an authorization to permit the state public defender to obtain CLE records for the attorney both prior to and during any period of certification;

g. a signed undertaking that the attorney will comply with the continuing obligations of certified counsel detailed in §915.I;

h. a listing of the number of active trial, appellate or post-conviction cases the attorney has, and any non-active cases that may become active in the next year;

i. any other relevant background or specializations which might inform the state public defender of the attorney's qualifications for certification or the assignment of particular cases;

j. proof that the attorney is licensed to practice in Louisiana or has been granted permission to practice in a capital case or cases in Louisiana;

k. information relevant to assessing the applicant's professional, physical and mental fitness for certification, including:

i. any findings of professional misconduct in this or any other jurisdiction, including any findings of contempt of court;

ii. any matter affecting the applicant's physical health that would substantially impair the applicant's capacity to meet the requirements of certified capital counsel in these guidelines and associated performance standards; and/or

iii. any matter affecting the applicant's mental health that would substantially impair the applicant's capacity to meet the requirements of certified capital counsel in these guidelines and associated performance standards.

4. The state public defender may develop and publish an application form. Where an applicant is unable to supply one or more of the items required above, the application should provide an explanation for this and the state public defender may waive the requirement or require other material to be supplied in lieu of that listed in this Section.

D. Minimum Experience Requirements for Certification

1. The following minimum required experience levels apply for each of the roles for which certification is available:

a. Qualified Trial Lead Counsel shall:

i. have at least five years of criminal trial litigation experience;

ii. have prior experience as lead counsel in no fewer than nine jury trials tried to completion; of these, at least five must have involved felonies or two must have involved the charge of murder; and

iii. have prior experience as lead counsel or associate counsel in at least one case in which the death penalty was sought and was tried through the penalty phase or have prior experience as lead counsel or associate counsel in at least two cases in which the death penalty was sought and where, although resolved prior to trial or at the guilt

phase, a thorough investigation was performed for a potential penalty phase.

b. Qualified Trial Associate Counsel shall:

i. have at least three years of criminal trial experience; and

ii. have prior experience as lead counsel in no fewer than three felony jury trials which were tried to completion, including service as lead or associate counsel in at least one homicide trial.

c. Qualified Appellate Lead Counsel shall:

i. have at least five years of criminal appellate litigation experience;

ii. have prior experience within the last three years as lead counsel in the appeal of no fewer than three felony convictions in federal or state court; and

iii. have prior experience within the last three years as lead counsel or associate counsel in the appeal or post-conviction application, in federal or state court, of at least one case where a sentence of death was imposed; and

iv. be familiar with the practice and procedure of the Louisiana Supreme Court in the appeal of capital cases; the practice and procedure of the United States Supreme Court in the application for writs of certiorari in capital cases; and the law controlling the scope of and entitlement to state post conviction and federal habeas corpus review.

d. Qualified Appellate Associate Counsel shall:

i. have demonstrated adequate proficiency in appellate advocacy in the field of felony defense; and either have at least:

(a) three years of criminal trial or appellate litigation experience; or

(b) two years experience as a full time attorney at a capital defense organization in Louisiana.

e. Qualified Post-Conviction Lead Counsel shall:

i. have at least five years of criminal post-conviction litigation experience; and

ii. have demonstrated clear competence and diligence in representation provided as:

(a) counsel of record for defendant in at least five felony post-conviction relief/habeas corpus proceedings (including at least one murder conviction); and

(b) counsel of record for defendant as lead or associate counsel in two death penalty related post-conviction/habeas corpus proceedings in which petition has been filed; and

iii. have been lead counsel in a capital post-conviction proceeding which had an evidentiary hearing or been lead counsel in at least two felony post-conviction evidentiary hearings or trials; and

iv. be familiar with the substantive law and the practice and procedure of the courts of Louisiana in the review of capital post-conviction applications; and

v. be familiar with federal habeas corpus statutory law, practice and procedure, particularly including federal review of state convictions in capital cases.

f. Qualified Post-Conviction Associate Counsel shall:

i. have demonstrated adequate proficiency in post-conviction/habeas advocacy in the field of felony defense and either:

(a). have at least three years of criminal trial, appellate or post-conviction/habeas litigation experience; or

(b). have at least two years experience as a full time attorney at a capital defense organization in Louisiana.

g. Waiver of Experience Qualification Due to Equivalent Alternative Experience

i. Having appropriate regard to the goals of these certification standards, the state public defender may waive formal compliance with the minimum experience requirements contained in this Section where satisfied that the applicant has equivalent alternative experience. However, in all cases lead counsel must have been admitted to the bar for at least five years.

E. Minimum Training Requirements for Certification

1. Prior to certification, the applicant must have satisfactorily completed within the preceding two years a comprehensive training program as described in §923.B. This requirement is non-waivable, though counsel not meeting this requirement will be eligible for provisional certification.

F. Consideration of Certification Applications

1. Subject to §915.H, the decision to certify or not certify an applicant under §915 rests in the sole discretion of the state public defender and shall not be subject to political or judicial interference.

2. The state public defender shall promptly review each application, investigate the contents of the submission, make any further enquiries that will assist in deciding whether certification is appropriate, and determine whether the attorney should be certified as Trial Lead Counsel, Trial Associate Counsel, Appellate Lead Counsel, Appellate Associate Counsel, Post-Conviction Lead Counsel, Post-Conviction Associate Counsel or provisionally certified under §915.G.

3. The state public defender may request that the applicant submit any further information required to allow a full consideration of the application.

4. The state public defender shall not certify any applicant unless he or she:

a. is licensed or has been granted permission to practice in Louisiana;

b. meets the requirements of §915.D and E; and

c. has submitted an application complying with §915.C, including an undertaking to comply with the requirements of §915.I.

5. In determining whether certification is appropriate, the state public defender shall have regard to:

a. the goals of certification;

b. the experience of the applicant;

c. the prior training of the applicant;

d. the proficiency of the applicant in the provision of capital defense services; and

e. the extent to which the applicant has the commitment, skill and capacity to provide zealous advocacy and high quality legal representation in the defense of capital cases.

6. If the applicant is not certified, or not certified for the role requested, the state public defender shall inform him or her of the reasons for the denial of certification in writing. The applicant shall be given the opportunity to supplement the initial application or, where appropriate, to submit a further application upon meeting any deficiency.

G. Provisional Certification

1. An attorney whom the state public defender has found to be not appropriate or eligible for certification in a particular role may be granted provisional certification in that role subject to such conditions as may be set by the state public defender.

2. Conditions attached to provisional certification may include but are not limited to:

a. undertaking and satisfactorily completing further training as determined by the state public defender;

b. working with resource counsel assigned by the state public defender;

c. working only on a specific case or cases;

d. working only with a specific attorney or attorneys as determined by the state public defender;

e. limiting responsibility in work on a case to a particular area or areas as determined by the state public defender;

f. working only as a part of a defense team that includes a member or members with a particular skill, experience or expertise as determined by the state public defender;

g. achieving or maintaining a caseload or workload of a level and type determined by the state public defender.

3. A provisionally certified attorney shall be regarded as being certified for the purposes of §913 and Rule XXXI, La. S. Ct. Rules, but may not be assigned to any case without the prior approval of the state public defender and under circumstances that ensure that the conditions set for provisional certification are met and will continue to be met.

H. Appeal from Denial of Certification

1. After being notified of the final decision of the state public defender, an attorney who has been denied certification can make a written request within 21 calendar days of the notification to appeal the decision to the board or an appeals review committee designated by the board. The decision of the board or appeals review committee shall not be subject to judicial or political interference.

I. Obligations of Certified Counsel

1. It will be a continuing obligation of certified counsel to:

a. comply with these guidelines and associated performance standards;

b. comply with the Louisiana Rules of Professional Conduct;

c. maintain caseloads and workloads within the limits established by the guidelines established by the Louisiana Public Defender Board, except as specifically authorized by the state public defender;

d. cooperate with case monitoring and case reviews by the case supervisor, district public defender and state public defender;

e. attend and successfully complete continuing capital legal education as described in §923.C;

f. notify the state public defender of any change of address or contact information;

g. immediately notify the state public defender of any change in his or her licensure or permission to practice in the state of Louisiana;

h. immediately notify the state public defender of any change in the information contained in his or her

application for certification relating to professional, physical, mental fitness to be certified as capital counsel;

i. promptly respond to any request for information from the state public defender, regional director or district public defender, as appropriate, relevant to the attorney's performance as capitally certified counsel or satisfaction of the obligations of capitally certified counsel; and

j. notify every court in which he or she is counsel in a capital case of any reduction in the level or extent of his certification.

J. Maintaining Certification

1. Certified attorneys must apply to the state public defender for re-certification by January 31 of each calendar year following the year of initial certification under these guidelines.

2. When applying for re-certification, counsel must certify continued compliance with the obligations established under the guidelines, including the requirement for continuing capital legal education. The attorney must advise the state public defender of any previously undisclosed failure to comply with these guidelines.

3. The state public defender shall publish an application form for re-certification. The state public defender shall distribute re-certification application forms to all certified counsel each year.

4. Following submission of an application for certification, an attorney will remain certified until such time as the state public defender determines to re-certify or not re-certify the attorney.

5. The state public defender will promptly consider each application for re-certification and determine whether to re-certify the attorney. Consideration of re-certification and any appeal from the decision will be handled in a manner consistent with §915.F, G and H. An attorney will remain provisionally certified during any appeal from a refusal to re-certify the attorney.

6. Where an attorney fails to timely apply for re-certification, he or she shall be reduced to provisional certification status. The state public defender shall investigate the failure to apply for re-certification and either de-certify the attorney or consider an out of time application for certification.

AUTHORITY NOTE: Promulgated in accordance with R.S. 15:148.

HISTORICAL NOTE: Promulgated by the Office of the Governor, Public Defender Board, LR 36:998 (May 2010).

§917. Certification Transitional Provision

A. Re-certification for Attorneys on the Roster Prior to the Promulgation of these Guidelines

1. All attorneys on the Public Defender Board's Capital Certification Roster at the time of the adoption of these guidelines shall be deemed to be certified under these guidelines on the date of adoption subject to the following.

a. All attorneys deemed to be certified under this Section must apply for certification under these guidelines within six months of the guidelines being adopted by the board or be de-certified. An attorney de-certified in this way may subsequently apply for certification.

b. Attorneys deemed to be certified under these guidelines must satisfy the comprehensive training program requirement contained in §923.B within two years of the adoption of these guidelines. Where an attorney fails to satisfy this provision he or she shall be immediately reduced

to provisional certification status and the state public defender shall determine whether the attorney should be de-certified.

c. The state public defender will inform any court in which the attorney is acting for a capital defendant of the de-certification of the attorney.

AUTHORITY NOTE: Promulgated in accordance with R.S. 15:148.

HISTORICAL NOTE: Promulgated by the Office of the Governor, Public Defender Board, LR 36:1001 (May 2010).

§919. Workload

A. Workloads Should be Low Enough to Allow High Quality Legal Representation

1. Workloads of defense team members shall be maintained at a level that enables counsel to provide each client with high quality legal representation in accordance with these guidelines and associated performance standards, including the ability of counsel to devote full time effort to the case as circumstances will require.

B. Caseloads and Workloads

1. Attorneys shall maintain workloads in compliance with any policy or rule adopted by the board under R.S. 15:148(B)(1)(a).

2. Pending the adoption by the board of a policy or rule under R.S. 15:148(B)(1)(a), attorneys shall maintain caseloads in compliance with Chapter 12, Louisiana Standards on Indigent Defense.

C. Responsibility for Maintaining Appropriate Workload Levels

1. The state public defender, regional director and district public defender shall be responsible for ensuring that the attorneys in each case for which they have responsibility under §905 are in compliance with this Section and shall assist the attorneys to achieve and maintain appropriate workloads.

2. Each supervisor of a capital attorney has a responsibility to ensure that the attorneys he or she supervises maintain compliance with this Section and assist the attorneys to achieve and maintain appropriate workloads.

3. Each attorney has an individual responsibility to ensure that he or she maintains compliance with this Section.

D. Obligation to Refuse New Cases in Excess of Workload Limits

1. An attorney should not be assigned new case assignments that will result in his or her workload exceeding that allowed by §919.A after accepting a capital case.

2. Where an attorney believes that accepting a new case will result in a workload in violation of §919.A, the attorney must bring this to the attention of the case supervisor for reasonable resolution of the question of professional duty created. Where the question of whether the workload is excessive is reasonably arguable, the responsibility to ensure compliance with these guidelines rests with the case supervisor. Where the workload is excessive, this may include but is not limited to ensuring that no new assignment is made; reallocating other responsibilities; and providing additional personnel on new or existing cases.

3. Where the attorney believes that the resolution of the question has been inadequate he or she must raise the question progressively with the district public defender, regional director and state public defender, as appropriate, for reasonable resolution.

4. Where the question of whether the workload is excessive is not reasonably arguable or where the attorney has exhausted all available avenues for a reasonable resolution of the question and no reasonable resolution has been provided, the attorney should decline to accept any new cases.

5. An attorney should decline to accept new cases, rather than withdraw from existing cases, if the acceptance of a new case will result in his or her workload exceeding that allowed by §919.A.

E. Obligation to Respond to Excessive Workloads

1. Where an attorney believes that his or her workload is in violation of §919.A, the attorney must bring this to the attention of the case supervisor for reasonable resolution of the question of professional duty created. Where the question of whether the workload is excessive is reasonably arguable, the responsibility to ensure compliance with these guidelines rests with the case supervisor.

2. Where a case supervisor becomes aware that an attorney's workload may exceed that allowed by §919.A, he or she shall immediately investigate the attorney's workload and take appropriate steps to bring the attorney's workload into compliance with this Section. Such action may include:

- a. assigning additional members to the defense team on particular cases to reduce the workload demands on the attorney;
- b. assisting the attorney in moving to withdraw from a particular case or cases;
- c. counseling the attorney to withdraw from a case or cases that are not the subject of supervision;
- d. assisting the attorney in managing non-representational responsibilities by reassigning those responsibilities or providing additional support for the attorney in meeting those responsibilities.

3. Where the attorney believes that the resolution of the question of excessive workload has been inadequate, he or she must raise the question progressively with the district public defender, regional director and state public defender, as appropriate, for reasonable resolution.

4. Where the question of whether the workload is excessive is not reasonably arguable and where the attorney has exhausted all available avenues for a reasonable resolution of the question and no reasonable resolution has been provided, the attorney should move to withdraw from the case or cases in which capital defense services in compliance with these guidelines and associated performance standards cannot be provided. The state public defender must be provided reasonable notice prior to the filing of any motion to withdraw under this Section.

AUTHORITY NOTE: Promulgated in accordance with R.S. 15:148.

HISTORICAL NOTE: Promulgated by the Office of the Governor, Public Defender Board, LR 36:1001 (May 2010).

§921. Monitoring of Certified Counsel; Removal

A. Monitoring Performance of Defense Counsel

1. The state public defender is responsible for monitoring the performance of all capital defense counsel to ensure that each client is receiving high quality legal representation.

2. The district public defender is responsible for monitoring the performance of all capital defense counsel in his or her jurisdiction, when not precluded from doing so by a conflict of interest.

3. Where there is evidence that an attorney is not providing high quality legal representation consistent with these guidelines and associated performance standards, the state public defender and district public defender, as appropriate, should take necessary action to protect the interests of the attorney's current and potential clients.

B. Complaints Procedure

1. The state public defender shall establish and publicize a complaints procedure.

C. Capital Case Review

1. Whenever a capital case has been closed at trial, appellate, state post-conviction, federal post-conviction or clemency level the state public defender shall receive a briefing from counsel regarding the course of the representation. The state public defender may publish a form for the provision of case briefings.

2. At the discretion of the state public defender and in every case in which a death sentence is imposed or affirmed, post-conviction relief is denied or a defendant is executed, a case review committee shall be convened by the state public defender to review the course of the representation. The purpose of the review is to gather information to assist in the ongoing provision of high quality representation in capital cases.

D. Periodic Review of Certification and Service Provision

1. The state public defender shall review the roster of attorneys certified on an annual basis to ensure that attorneys listed remain capable of providing high quality legal representation.

2. The state public defender shall review the service delivery of each district public defender and defender organization each year to ensure that each remains capable of providing high quality legal representation.

E. Decertification

1. The state public defender may decertify, reduce the role for which counsel is certified or reduce to provisional certification any attorney who has: failed, without good cause, to meet the requirements of these guidelines and associated performance standards; has failed, without good cause, to satisfy the obligations of certified counsel under §915.I; has become unsuitable for capital certification under §915; has failed to continue to demonstrate that he or she has the required legal knowledge and skill necessary for capital defense representation; or has failed to continue to demonstrate that he or she is willing to apply that knowledge and skill with appropriate thoroughness and preparation.

2. The state public defender may also remove an attorney from the roster if, as part of a periodic review of the roster, the state public defender determines that a smaller roster of attorneys will better serve the goals of ensuring the best possible representation of indigent capital defendants and of delivering quality services in the most efficient and cost-effective manner.

3. Where counsel is decertified the state public defender shall ensure that each court in which the attorney represents a capital defendant is advised of this fact. The responsible agency under §905 will assign new counsel to represent the defendant in order to ensure that the defendant receives representation in compliance with these guidelines and the associated performance standards. Counsel who are decertified shall not be paid for work performed after

decertification except for such work as is necessary to provide for an effective transition of case responsibility to successor counsel.

4. Where there is substantial evidence that an attorney has failed to provide high quality legal representation, the attorney shall be reduced by the state public defender to provisional certification and the state public defender shall promptly investigate the circumstances of the representation.

5. Following the investigation, the state public defender may restore the attorney's original level of certification, reduce the role for which the attorney is certified, confirm the provisional certification or decertify the attorney.

6. Where there is substantial evidence that a systemic defect in a defender organization has caused the office to fail to provide high quality legal representation, the state public defender and district public defender shall ensure that the organization does not receive additional assignments of cases. The state public defender shall promptly investigate the existence of a systemic defect.

7. Following the investigation the state public defender may direct that the defender organization continue to receive case assignments, require that remedial action be taken or take action to ensure that the defender organization does not receive any further assignments and that existing clients receive representation consistent with these guidelines and associated performance standards.

8. Any attorney or defender organization that may be the subject of an adverse decision under §921.E shall be provided written notice of any action being contemplated and an opportunity to respond in writing before any final action is taken.

9. Any attorney or defender organization adversely affected by a decision under §921.E may appeal that decision in the manner described in §915.H.

F. Protection of Zealous Advocacy

1. The state public defender must ensure that this Section is implemented consistently with §903, so that an attorney's zealous representation of a client cannot be cause for the imposition or threatened imposition of sanctions pursuant to this Section.

G. Inherent Regulatory Authority of Louisiana Supreme Court

1. Nothing in this Section is intended to derogate from the inherent regulatory authority of the Louisiana Supreme Court provided for in Article V, Section 5 of the Constitution of Louisiana regarding the regulation of the practice of law.

AUTHORITY NOTE: Promulgated in accordance with R.S. 15:148.

HISTORICAL NOTE: Promulgated by the Office of the Governor, Public Defender Board, LR 36:1002 (May 2010).

§923. Training

A. Funding of Capital Defense Trainings

1. Funds should be made available by the Public Defender Board for the effective training, professional development, and continuing education of capital defense attorneys, investigators and mitigation specialists.

B. Comprehensive Training Program

1. Attorneys seeking to qualify for capital defense certification shall satisfactorily complete a comprehensive training program, approved by the state public defender, in the defense of capital cases. Such a program should include,

but not be limited to, presentations and training in the following areas:

- a. relevant state, federal, and international law;
- b. pleading and motion practice;
- c. pretrial investigation, preparation, and theory development regarding guilt/innocence and penalty;
- d. jury selection;
- e. trial preparation and presentation, including the use of experts;
- f. the investigation, preparation, and presentation of mitigating evidence;
- g. investigation, preparation, and presentation of evidence bearing upon mental status, including mental retardation;
- h. ethical considerations particular to capital defense representation;
- i. preservation of the record and of issues for post-conviction review;
- j. counsel's relationship with the client and his family;
- k. post-conviction litigation in state and federal courts;
 1. the presentation and rebuttal of scientific evidence, and developments in mental health fields and other relevant areas of forensic and biological science.

2. The state public defender shall develop and provide a comprehensive training program to assist attorneys in meeting the mandatory training requirements established by §923.B. The state public defender shall offer the comprehensive training program on at least an annual basis.

C. Continuing Capital Legal Education

1. Attorneys seeking to remain on the certification roster must continue to attend and successfully complete specialized training program approved by the state public defender that focuses on the defense of death penalty cases. Attorneys must complete at least eighteen hours of training at an approved course or courses every two years.

D. Continuing Professional Education—Non-attorneys

1. All non-attorneys wishing to be eligible to participate on defense teams should receive continuing professional education appropriate to their areas of expertise.

AUTHORITY NOTE: Promulgated in accordance with R.S. 15:148.

HISTORICAL NOTE: Promulgated by the Office of the Governor, Public Defender Board, LR 36:1003 (May 2010).

§925. Funding and Compensation

A. Responsibility for Funding Capital Defense

1. Except as otherwise provided in these guidelines, the district public defender shall be responsible for funding capital defense services in each case for which he or she has responsibility under §905. The state public defender shall be responsible for funding capital defense services as provided for in these guidelines and in each case for which he or she has responsibility under §905.

2. Where a district public defender or the state public defender has insufficient funds to provide for capital defense services for which it has responsibility, the Board shall have responsibility for making available sufficient funds to permit the funding of capital defense services consistent with these guidelines and associated performance standards.

3. Where the board is unable to provide sufficient funds to permit representation consistent with these

guidelines and associated performance standards it shall be the obligation of defense counsel in each case so affected to take all necessary steps to preserve and protect the defendant's rights until adequate funding is provided, including, in a trial level case, move for a halt of prosecution.

B. Allocation of Funds

1. Within the constraints of available funds, the board, the state public defender and each district public defender responsible for capital representation shall endeavor to make adequate budgetary allowance for the funding of capital defense services consistent with these guidelines and associated performance standards and in a cost-effective and fiscally responsible manner.

2. The board, the state public defender and each district public defender responsible for capital representation must balance the responsibility to fund capital representation with the obligation to fund representation in other cases and within the constraints provided by available funds, must endeavor to provide adequate funds for all required indigent defense services and make budget allocations accordingly.

3. Similarly, the board, the state public defender and each district public defender responsible for capital representation must balance the responsibility to fund capital representation across all of the districts in the state and at each stage of capital representation and must endeavor to provide adequate funds for all required capital defense services and make budget allocations accordingly.

4. Where the demand for capital defense services exceeds the available funds, the board, the state public defender and each district public defender shall ensure that funds are allocated consistent with the following principles:

a. funds allocated for and necessary for services other than capital defense services shall not be re-allocated to capital defense services, provided that the budget has reasonably sought to balance funding for the capital and non-capital funding responsibilities of the board, state public defender and district public defender;

b. funds allocated for different districts, regions or stages of representation in capital cases shall not be re-allocated to another district, region or stage of representation provided that the budget has reasonably sought to balance funding for all required capital defense services;

c. funds should be made available to capital cases only to the extent that each case can be funded at a level that can provide for representation consistent with these guidelines and associated performance standards. Capital cases should not be partially funded at a level below that necessary to achieve compliance with these guidelines and associated performance standards;

d. notwithstanding the above, where a capital case cannot be adequately funded, funds may be used for the limited purposes of:

i. preserving the rights of the defendant, including the right to a halt of prosecution; and

ii. minimizing any irremediable prejudice arising from the lack of adequate funds, for example, by preserving available evidence;

e. within each stage of representation (trial, appeal, post-conviction, clemency), funds are to be allocated and expended on cases in the order in which the obligation to

provide representation began, or the order in which the need for particular funds has been presented; and

f. decisions regarding the allocation of funds are to be made free from political or judicial interference.

C. Compensation of Capital Defense Counsel

1. Counsel in death penalty cases should be fully compensated at a rate that is commensurate with the provision of high quality legal representation and reflects the extraordinary responsibilities inherent in death penalty representation. Salary and other compensation should be comparable to other positions of similar stature throughout the state.

2. Flat fees, caps on compensation, and lump-sum contracts with attorneys are improper in death penalty cases.

3. No distinction between rates for services performed in or out of court should be maintained.

4. Periodic billing and payment should be available to capital defense counsel.

D. Compensation of Non-attorney Team Members

1. Non-attorney members of the defense team should be fully compensated at a rate that is commensurate with the provision of high quality legal representation and reflects the specialized skills needed by those who assist counsel with the litigation of death penalty cases. Salary and other compensation should be comparable to other positions of similar stature throughout the state.

2. No distinction between rates for services performed in or out of court should be maintained.

3. Periodic billing and payment should be available to non-attorney team members and experts.

E. Roster of Presumptively Reasonable Compensation

1. The state defender shall draft and publish a roster of presumptively reasonable rates of compensation for defense counsel, investigators, mitigation specialists and experts across the state, making provision for different rates for different regions of the state where necessary.

F. Funding in Unusually Protracted or Extraordinary Cases

1. Additional compensation should be available in unusually protracted or extraordinary cases.

G. Reasonable Incidental Expenses

1. Counsel and members of the defense team should be fully reimbursed for reasonable incidental expenses.

H. Documentation of Resource and Funding Allocation

1. It shall be the responsibility of counsel to request all resources and funds necessary to provide representation consistent with these guidelines and the performance standards. Counsel must ensure that all requests for and decisions regarding the allocation of resources and funds are clearly documented in the client file.

2. The board, the state public defender and each district public defender shall also ensure that all requests for and decisions regarding the allocation of resources and funds are clearly documented and preserved.

3. The requirement to clearly document decisions regarding resource and funding allocations operates even where counsel is also the person responsible for making the decision, for example, where the district public defender is lead counsel. Where counsel's obligation to the client creates a conflict with the obligation to make a decision regarding resource and funding allocations, the decision may be referred to the state public defender.

AUTHORITY NOTE: Promulgated in accordance with R.S. 15:148.

HISTORICAL NOTE: Promulgated by the Office of the Governor, Public Defender Board, LR 36:1003 (May 2010).

§927. Establishment of Performance Standards

A. Establishing Performance Standards

1. The Public Defender Board shall establish performance standards for all counsel in death penalty cases.

2. Pending the adoption of these performance standards, counsel in death penalty cases should meet the standards adopted by the American Bar Association.

B. Standards Shall Operate as a Benchmark for Performance and Qualifications

1. The standards of performance should be formulated and interpreted so as to insure that all counsel provide high quality legal representation in capital cases in accordance with these guidelines. The performance standards shall serve as a benchmark when assessing the performance of counsel.

C. Interim Performance Standards

1. Pending the formal adoption of capital performance standards by the board the following shall, with any necessary modification to reflect Louisiana nomenclature and prevailing legal obligations, be deemed to operate as relevant performance standards under these guidelines:

a. Guidelines 10.2-10.15.2 of the American Bar Association's *Guidelines for the Appointment and Performance of Defense Counsel in Death Penalty Cases*; and

b. State of Louisiana Performance Standards for Criminal Defense Representation in Indigent Criminal Cases in the Trial Court (adopted June 20, 2006).

AUTHORITY NOTE: Promulgated in accordance with R.S. 15:148.

HISTORICAL NOTE: Promulgated by the Office of the Governor, Public Defender Board, LR 36:1005 (May 2010).

Jean M. Faria
State Public Defender

1005#036

RULE

**Department of Health and Hospitals
Board of Examiners of Psychologists**

Training and Credentials, Certificate of Prescriptive Authority, Supervised Practice, Continuing Education, Licenses, Temporary Licensure, Supervision of Unlicensed Assistants, Disciplinary Action
(LAC 46:LXIII. Chapters 3, 4, 7, 8, 9, 10, 11, and 15)

Notice is hereby given in accordance with the provisions of the Administrative Procedure Act, R.S. 49:950 et seq., the Board of Examiners of Psychologists has amended LAC 46:LXIII.Chapters 3, 7, 8, 9, 10, 11 and 15, and repeal LAC 46:LXIII.Chapter 4.

Title 46

**PROFESSIONAL AND OCCUPATIONAL
STANDARDS**

Part LXIII. Psychologists

Chapter 3. Training and Credentials

§301. School

A. ...

B. is an institution accredited by a regional body that is recognized by the U.S. Department of Education;

C. - D. ...

AUTHORITY NOTE: Promulgated in accordance with R.S. 37:2353 and R.S. 37:2356.

HISTORICAL NOTE: Promulgated by the Department of Health and Human Resources, Board of Examiners of Psychologists, LR 6:489 (August 1980), amended by the Department of Health and Hospitals, Board of Examiners of Psychologists, LR 36:1005 (May 2010).

§303. Doctoral Programs in Psychology

A. - C.1. ...

2. The program, wherever it may be administratively housed, must be clearly identified and labeled as a psychology program. Such a program must specify in pertinent institutional catalogs and brochures its intent to educate and train professional psychologists in an applied area of psychology recognized by the board.

3. - 7. ...

8. The program must include supervised practicum, internship, field or laboratory training appropriate to the practice of psychology, in an applied area of specialization recognized by the board.

9. The program shall be an internal degree program (as opposed to an external degree program unless it is either designated by the Association of State and Provincial Psychology Boards (ASPPB) and the National Register or it is accredited by the American Psychological Association.)

C.10. - D.2.f. ...

AUTHORITY NOTE: Promulgated in accordance with R.S. 37:2353 and R.S. 37:2356.

HISTORICAL NOTE: Promulgated by the Department of Health and Human Resources, Board of Examiners of Psychologists, LR 6:489 (August 1980), amended LR 13:180 (March 1987), amended by the Department of Health and Hospitals, Board of Examiners of Psychologists, LR 15:87 (February 1989), LR 27:1895 (November 2001), LR 36:1005 (May 2010).

§305. Specialty Areas

A. In applied healthcare areas such as counseling, clinical, clinical neuropsychology, and school psychology, preparation shall include early and continuing involvement of students in applied healthcare settings. Such experiences shall occur at two levels: practicum and internship.

1. The practicum level is an earlier, prerequisite phase of involvement, usually for academic credit, often on campus, with typical time commitment of 8 to 16 hours per week. Practicum settings should provide supervised training in interviewing, appraisal, modes of intervention and research skills or other skills appropriate to the student's level of experience and area of specialization. A minimum of 300 hours of practicum experience should precede the internship. This should include at least 100 hours of direct client contact and at least 50 hours of scheduled individual supervision.

2. The following will be used to identify organized psychology internship training programs.

a. An organized training program, in contrast to supervised experience or on-the-job training, is designed to provide the intern with a planned, programmed sequence of training experiences. The primary focus and purpose is assuring breadth and quality of training.

LOUISIANA PUBLIC DEFENDER BOARD

Minutes

May 17, 2010

Tucker Room

Louisiana State University School of Law

Baton Rouge, Louisiana

A meeting of the Louisiana Public Defender Board, pursuant to call of the Chairman and lawful notice, was duly convened and called to order by its Chairman at 2:15 p.m. on Monday, May 17, 2010, in the Tucker Room at Louisiana State University School of Law in Baton Rouge, Louisiana.

The following Board Members were present:

Frank Neuner, Chairman
Jim Boren
Judge Robert Burns
Cleveland Coon
Sam Dalton
Add Goff
Leo Hamilton
Frank Holthaus
Rev. Dan Krutz
Luceia LeDoux
Lucy McGough
Pam Metzger
Majeeda Snead

The following Board Members were absent:

Christine Lipsey
Gina Womack

The following *ex officio* Board Member was present:

Rebecca Hudsmith

The following *ex officio* Board Member was absent:

Judge Robert Brinkman

The following members of the Board's staff were present:

Kristy Z. Boxberger, Juvenile Justice Compliance Officer
Marianne Buchanan, Budget Officer
John Di Giulio, Trial-Level Compliance Officer
Jean M. Faria, State Public Defender
Roger Harris, General Counsel
Julie Kilborn, Deputy Public Defender – Director of Training
Chase May, Technical Support Analyst.

Dr. Erik Stilling, Information Technology and Management Officer
Clay Walker, Deputy Public Defender – Director of Juvenile Defender Services
Kim Gueho, Paralegal
Lynette Roberson, JIDAN Coordinator
Natasha George, Intern

1. **Review and Approval of Minutes of April 19, 2010 Board Meeting.** The Board reviewed the Minutes of its meeting on April 19, 2010. Ms. LeDoux moved to accept the Minutes. The motion was seconded by Mr. Hamilton and was approved without opposition.
2. **Public Comments.** There were no public comments at this time. Mr. Neuner deferred any comment until the discussion of the district contracts.
3. **Budget Update.** Budget Officer Buchanan reported an undistributed balance of \$1,043,000 through the end of the year to distribute to districts 4, 6, 7, 13, 14, 37, and 41 which currently have less than 12 months of reserves. Ms. LeDoux moved on behalf of the Budget Committee that the report be approved. Mr. Hamilton seconded the motion which was approved without opposition.
 - a. **Supplemental DAF and Projections/FY '11 DAF explanations.** Dr. Stilling presented a report on the disbursement of the \$6.6 million supplemental DAF amount contingent upon approval of the Legislature. Dr. Stilling explained that Districts 41, 14, and 15 would receive a pro-rated amount of the supplemental DAF amount and approximately \$2 million from the original DAF would be disbursed among the other districts to address budget shortfalls across the state thereby addressing the Governor's concerns. Ms. LeDoux explained that Districts 14, 15 and 41 would be required to submit plans how they will use the money.
 - b. **District Defender Overhead.** Ms. LeDoux stated that the Budget Committee was not yet ready to address the issue of District Defender overhead.
4. **Policy committee recommendations.**
 - a. **Public Defender Office Telephone and Address Publication/Public Defender Signage.** Ms. Faria stated that the Policy Committee had accepted staff recommendations regarding a policy requiring telephone directory listings and signage for district offices. The objective is to notify the public of the location of each public defender office. Clay Carroll, District Defender in the 2nd JDC, raised some questions about the content of the office sign. Prof. Snead moved to adopt the recommendation of the staff that Districts would be required to create a listing in their local telephone directories (for example, in the blue pages) as the "Public Defender Office" by the end of the fiscal year. If publication deadlines would prevent the listing from being published in the next issue of the directory, defenders would be required to put in the request for inclusion in the subsequent publication by the end of the fiscal year. Also, where defenders have access to an internet telephone

directory, publication in that directory would be required. With regard to signage, the policy would require defenders to have a sign in front of the building they occupy. The sign would have to be large enough to be read from the street. If local ordinances do not allow such signs, there must be a sign placed in the building. Prof. McGough seconded the motion which passed without opposition.

- b. Investigatory Credentials and Minimum Qualifications.** Ms. Kilborn reported that requests have been made of the staff that investigators working for public defender offices be afforded some kind of identification as official public defender investigators. Ms. Kilborn stated that staff will research state law on the issue and report at the next Policy Committee meeting for a potential policy recommendation.
- 5. CINC Performance Standards (Draft).** Mr. Walker presented the Board with an information item regarding the Child in Need of Care standards for representation. Mr. Walker informed the Board that the Standards were derived from the ABA's and the National Association of Counsel for Children's model standards. Staff formed a Juvenile Defender Advisory Council composed of eight juvenile section chiefs who have reviewed and edited the Standards over the last several months. The Standards were also sent to the Legislative Task Force for CINC Representation and to the Juvenile Judges Association. Mr. Walker stated that the Standards will be presented at the next Board meeting and recommended for promulgation.
- 6. Caseload Subcommittee.** Mr. Di Giulio informed the Board that a group will be meeting on June 8, 2010 to develop standards for caseloads. These recommendations will be presented to the Board at a later date.
- 7. Strategic Plan.** As an informational item, Ms. Faria presented a draft of the Board's Strategic Plan. She asked that Board members review the plan and make any suggestions as to its parameters. Staff will need approximately 160 additional hours to complete the plan.
- 8. District Defender Contracts.**
 - a. Draft and Update.** Mr. Neuner stated that meetings were held on April 29 at his office and on May 6 at the LPDB office to discuss the district defender contract with district defenders, staff, and Board members. He stated that District Defenders will discuss the contract further at their May retreat and that the contract is a work in progress.
 - b. Public Comments.** District Defenders Tony Champagne, Derwyn Bunton, Alan Robert, Clay Carroll, Reggie McIntyre, Mike Mitchell, and Steve Thomas expressed concerns about particular provisions in the contract. Mr. Marx reported concerns about the renewal process in the contract.

Prof. Snead queried whether there should be a contract subcommittee of the Board to address the concerns. Prof. Metzger and Mr. Hamilton agreed to assist the staff regarding the contract.

Mr. Boren moved that the Board re-order the agenda to discuss the State Public Defender Report before going into Executive Session. The motion was seconded by Prof. Metzger and passed without opposition.

9. **State Public Defender Report.** Ms. Faria informed the Board that she and Dr. Stilling would be traveling to other states to evaluate their case management systems. The terms of LPDB's federal grant requires the agency to select a programming database. Ms. Faria stated that staff will be attending Legislative committee hearings on HB 1 this week. Ms. Faria also stated that the Training and Juvenile Divisions have been very busy since the last board meeting. Ms. Faria reminded District Defenders that Board financial disclosure reports are due by midnight.

Mr. Neuner informed all present that the new LPDB website is now available, including a secure Board Members areas for which member should have received login information.

10. **Upcoming Meeting Date.** The Board set meetings dates for Monday, June 14, 2010 in the Tucker Room at 2 p.m., with a Policy committee meeting being held at 12:00 p.m. Subsequent board meetings will be held as follows: Tuesday, August 24 (Lafayette) at 2 p.m., Wednesday, October 6 (Metairie) at 2 p.m. with a Policy Committee meeting at 12:00 p.m., and Tuesday, December 14 (Hammond) at 2 p.m. with a Policy Committee meeting at 12:00 p.m.

Professor Metzger moved that the Board enter Executive Session. The motion was seconded by Prof. Snead and passed unanimously.

10. **14th JDC Litigation (Executive Session).**

Professor Snead made the motion that the Board leave executive session. The motion was seconded by Prof. Metzger and passed without opposition.

11. **Adjournment.** Professor Snead made the motion that the Board meeting be adjourned. The motion was seconded by Prof. Metzger and passed without opposition.

Guests Present:

Vic Bradley
Bradley Dausat
Jim Looney
Chris Aberle
Alan J. Robert
Richard Tompson

Mike Courteau
Brian McRae
Tony Tillman
Jerry D'Aquila
Herman Castete
Ken Rodenbeck

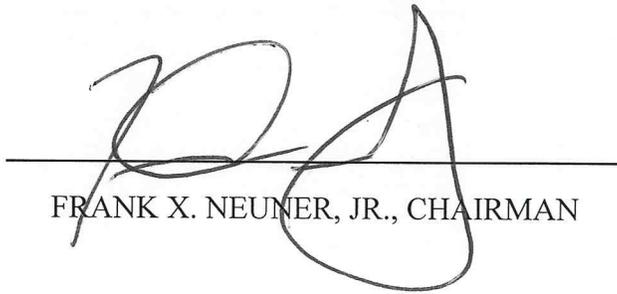
G. Paul Marx
John R. Simmons
Michael Mitchell
Jason L. Chatagnier
Tony Champagne
David E. Mercantel

Mitchell Bergeron
Franz N. Borghardt
Shelley Goff
Steve Thomas

Reggie McIntyre
Brett Brunson
Edward McGowan

Clay Carroll
Derwyn Bunton
Peter Barbee

I HEREBY CERTIFY that the foregoing is a full, true and correct account of the proceedings of the Louisiana Public Defender Board, held on May 17, 2010, as approved by the Board on the 14th day of June, 2010.



FRANK X. NEUNER, JR., CHAIRMAN



STATE OF LOUISIANA
PUBLIC DEFENDER BOARD

RESOLUTION

On the 14th day of June 2010, at a meeting of the Louisiana Public Defender Board, held in Baton Rouge, Louisiana, with a quorum of members present, the following business was conducted:

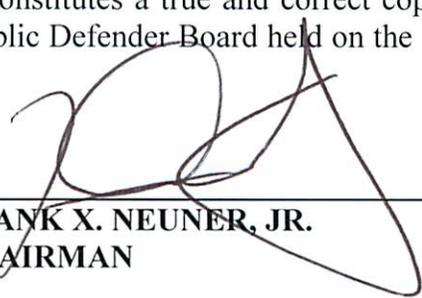
It was duly moved and seconded that the following resolution be adopted:

BE IT RESOLVED that Jean M. Faria, State Public Defender, is authorized to execute, on the Board's behalf, the contracts by and between the Board and the forty-two (42) various district public defender offices, for criminal defense services on behalf of indigent defendants in the state of Louisiana.

BE IT FURTHER RESOLVED that Jean M. Faria, State Public Defender, is further authorized to make minor changes to the terms and conditions of said contracts based on the population and/or the method of delivery of services within a district. "Minor changes," as used herein, refers to any change to the terms and conditions deemed appropriate and/or necessary by the State Public Defender as a result of said population or method of delivery of a district.

The above resolution was passed unanimously by those board members present and voting at the meeting.

I CERTIFY THAT the above and foregoing constitutes a true and correct copy of the resolution resulting from a meeting of the Louisiana Public Defender Board held on the 14th day of June 2010.



FRANK X. NEUNER, JR.
CHAIRMAN



STATE OF LOUISIANA
PUBLIC DEFENDER BOARD

RESOLUTION

On the 14th day of June 2010, at a meeting of the Louisiana Public Defender Board, held in Baton Rouge, Louisiana, with a quorum of members present, the following business was conducted:

It was duly moved and seconded that the following resolution be adopted:

BE IT RESOLVED that Jean M. Faria, State Public Defender, is authorized to execute, on the Board's behalf, the following contracts:

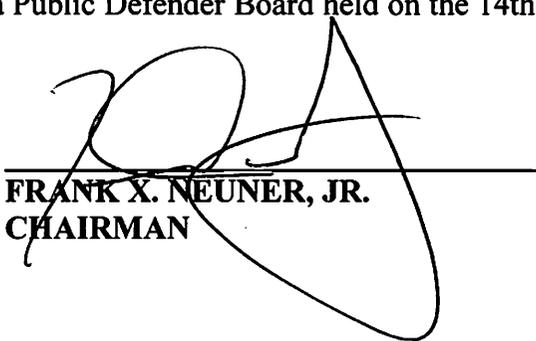
- 1) A Contract for Criminal Defense Services on Behalf of Indigents Accused of Capital Crimes by and between the Board and **Baton Rouge Capital Conflict Office**, for the sum of \$935,000;
- 2) A Contract for Criminal Defense Services on Behalf of Indigents Accused of Capital Crimes by and between the Board and **Capital Assistance Project of Louisiana, Inc.**, for the sum of \$1,399,787;
- 3) A Contract for Criminal Defense Services on Behalf of Indigents Accused of Capital Crimes by and between the Board and **Capital Defense Project of Southeast Louisiana**, for the sum of \$1,168,268;
- 4) A Contract for Criminal Defense Services on Behalf of Indigents Seeking Capital Post-Conviction Relief by and between the Board and **Capital Post-Conviction Project of Louisiana (Operations)**, for the sum of \$2,306,000;
- 5) A Contract for Criminal Defense Services on Behalf of Indigents Seeking Capital Post-Conviction Relief by and between the Board and **Capital Post-Conviction Project of Louisiana (Expert Witness)**, for the sum of \$800,000;
- 6) A Contract for Criminal Defense Services on Behalf of Indigents Accused of Capital Crimes by and between the Board and **Innocence Project New Orleans**, for the sum of \$400,000;

- 7) A Contract for Criminal Defense Services on Behalf of Indigents on Appeal of Felony Convictions and Felony Grade Juvenile Delinquency Adjudications by and between the Board and **Louisiana Appellate Project (Operations)**, for the sum of \$1,896,250;
- 8) A Contract for Criminal Defense Services on Behalf of Indigents on Appeal of Felony Convictions and Felony Grade Juvenile Delinquency Adjudications by and between the Board and **Louisiana Appellate Project (Expert Witness)**, for the sum of \$600,000;
- 9) A Contract for Criminal Defense Services on Behalf of Indigents Accused of Capital Crimes by and between the Board and **Louisiana Crisis Assistance Center**, for the sum of \$1,184,292; and
- 10) A Contract for Criminal Defense Services on Behalf of Indigents on Appeal of Capital Convictions by and between the Board and **The Capital Appeals Project**, for the sum of \$1,096,515.

BE IT FURTHER RESOLVED that, with regard to the Contracts listed herein, Jean M. Faria, State Public Defender, is authorized to set minimum insurance coverage amounts necessary to ensure Contractor's continued existence in the event of criminal acts by its officers and/or employees that each Contractor must obtain and keep in effect during the term of its respective Contract.

The above resolution was passed unanimously by those board members present and voting at the meeting.

I CERTIFY THAT the above and foregoing constitutes a true and correct copy of the resolution resulting from a meeting of the Louisiana Public Defender Board held on the 14th day of June 2010.



FRANK X. NEUNER, JR.
CHAIRMAN



STATE OF LOUISIANA
PUBLIC DEFENDER BOARD

RESOLUTION

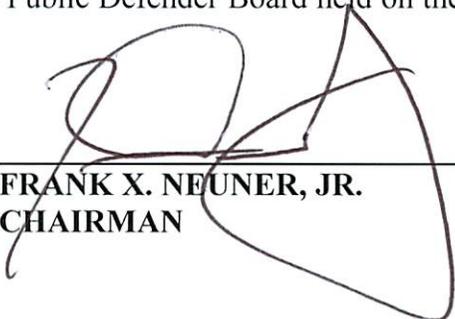
On the 14th day of June 2010, at a meeting of the Louisiana Public Defender Board, held in Baton Rouge, Louisiana, with a quorum of members present, the following business was conducted:

It was duly moved and seconded that the following resolution be adopted:

BE IT RESOLVED that the Louisiana Appellate Project is authorized to amend its Articles of Incorporation to remove the appointment authority of the Board's predecessor (LIDB) and to allow for governance by its own members.

The above resolution was passed unanimously by those board members present and voting at the meeting.

I CERTIFY THAT the above and foregoing constitutes a true and correct copy of the resolution resulting from a meeting of the Louisiana Public Defender Board held on the 14th day of June 2010.



FRANK X. NEUNER, JR.
CHAIRMAN



LOUISIANA PUBLIC DEFENDER BOARD

Minutes

Monday, June 14, 2010, 2:00 pm

Tucker Room

Louisiana State University School of Law

Baton Rouge, Louisiana

A meeting of the Louisiana Public Defender Board, pursuant to the call of the Chairman and lawful notice, was duly convened and called to order by its Chairman at 2:02 p.m. on Monday, June 14, 2010, in the Tucker Room at Louisiana State University School of Law in Baton Rouge, Louisiana.

The following Board Members were present:

Frank Neuner, Chairman
Judge Robert Burns
Sam Dalton
Leo Hamilton
Rev. Dan Krutz
Luceia LeDoux
Lucy McGough
Majeeda Snead
Gina Womack

The following Board Members were absent:

Jim Boren
Cleveland Coon
Add Goff
Frank Holthaus
Christine Lipsey
Pam Metzger

The following *ex officio* Board Member was present:

Rebecca Hudsmith

The following *ex officio* Board Member was absent:

Judge Robert Brinkman

The following members of the Board's staff were present:

Marianne Buchanan, Budget Officer
John Di Giulio, Trial-Level Compliance Officer

Jean M. Faria, State Public Defender
Roger Harris, General Counsel
Julie Kilborn, Deputy Public Defender – Director of Training
Dr. Erik Stilling, Information Technology and Management Officer
Clay Walker, Deputy Public Defender – Director of Juvenile Defender Services
Lynette Roberson, JIDAN Coordinator
Anne Gwin, Paralegal, Executive Assistant to the State Public Defender
Kristy Z. Boxberger – Juvenile Justice Compliance Officer

1. **Remarks of the Chairman.** Mr. Neuner informed the Board that Budget Officer Buchanan has accepted a deputy undersecretary position at another agency and will be resigning from the Board's staff. Mr. Neuner thanked her for her service.
2. **Review and Approval of the Agenda.** Ms. LeDoux made a motion to amend the agenda to add a recommendation from the Policy Committee to allow staff to proceed with District Defender contracts. The motion to amend the agenda was seconded by Mr. Hamilton and was approved without opposition.

Ms. LeDoux made a motion to place on the agenda a recommendation from the Policy Committee to create a policy regarding contract investigators. The motion to amend the agenda was seconded by Mr. Hamilton and the motion was approved without opposition.

Ms. LeDoux made a motion to place on the agenda a recommendation from the Policy Committee to require staff to promulgate Board policies. The motion to amend the agenda was seconded by Mr. Hamilton and the motion was approved without opposition.

At the request of the Chairman, Mr. Harris informed the Board that a public records request was received on June 9, 2010, from Jim Shannon of the local CBS affiliate. The request was for salary information for staff listed on the Board's website and all emails between the State Public Defender and the district defenders for the past 12 months dealing with the District Defender contract. The information was forwarded to the Mr. Shannon within 2 days of the request.

4. **Public Comments.** There were no public comments.
5. **Approval of Minutes of May 17, 2010 Board Meeting.** Mr. Hamilton made the motion to accept the minutes. The motion was seconded by Ms. LeDoux and was approved without opposition.
6. **Budget Report.** Ms. Buchanan reported an undistributed balance of \$408,041 for the fiscal year, ending June 30, 2010. The Budget Committee recommended that \$300,000 be distributed to District 14 with restrictions and that the remainder be distributed to District 41. Ms. Buchanan also reported that \$30.7 million is expected to be appropriated to the Board for FY 2011, pending legislative approval. Ms. LeDoux moved to accept the budget report. The motion was seconded by Mr. Hamilton, which passed without opposition.

7. **Contracts**

- a. **District.** Ms. LeDoux reported that the Budget Committee continues to work on overhead recommendations. The Committee is scheduled to meet June 30 and will be prepared to present its recommendations regarding overhead at the August meeting. Mr. Hamilton made a motion to allow staff to present to District Defenders, for signature, the most recent version of the contract as drafted by staff and for those districts unwilling to sign them, to require those districts to contact staff. The motion was seconded by Mr. Dalton and passed without opposition.
- b. **501(c)(3)s.** Ms. LeDoux, on behalf of the Budget Committee, recommended approval of an amended list of 501(c)(3) contracts. Mr. Hamilton seconded the motion, which passed without opposition.
 - i. **LAP Board of Directors.** Mr. Harris recommended to the Board that it pass a resolution to authorize the LAP Board to amend its Articles of Incorporation to remove the authority of this Board to appoint LAP Board members. Mr. Hamilton made the motion to adopt such a resolution. The motion was seconded by Judge Burns and the motion was approved without opposition.

8. **CINC Standards.** Mr. Walker presented the Child in Need of Care practice standards and addressed members' questions from the previous Board meeting. Mr. Walker highlighted sections of the standards that would constitute a change for defenders. District Defender Tony Champagne recommended that § 1113(B)(6) be amended to replace "counsel should *provide* the client copies of all petitions..." with "counsel should *make available* to the client copies of all petitions...". Prof. Snead made a motion to approve and promulgate the standards as amended. The motion was seconded by Prof. McGough and the motion was approved without opposition.

9. **Strategic Plan.** Ms. Faria presented the five-year strategic plan. The plan includes the creation of three new positions to assist the Board and current staff in fulfilling their statutory duties: first assistant, director of development and auditor. Mr. Hamilton moved to approve the strategic plan. The motion was seconded by Ms. Womack and the motion was approved without opposition.

10. **14th Judicial District Update.** Mr. Neuner informed the Board that the Bureau of Justice Assistance (BJA) is waiting to hear from the Chief Judge whether the court will request continuation of the caseload management study. BJA would be working with the District Defender, judges, and district attorneys in Calcasieu to review caseloads, facilities, and processes. BJA will be making suggestions about how to handle backlog and screening cases.

Separate from the case flow management request are LPDB's and the Calcasieu Parish Public Defender Office's requests for a management audit which begins June 28, 2010.

11. **Case Weighting Committee Update.** Ms. Faria stated that Ms. Hudsmith, Mr. Dalton, Mr. Boren and Tony Champagne met to discuss case weighting. Members of the Committee then met with the DDAC. The Committee will report back at the next Board meeting.

12. **S.O.A.P. Meeting (Sex Offender Assessment Panels).** John Di Giulio participated in a meeting convened by the district judges' association and the Department of Corrections to discuss the right to or appointment of counsel in these cases. Professor McGough moved that the Board recognize this as an important issue of public policy, support its staff in ensuring mandates for representation are funded, including the filing of an amicus brief if warranted. The motion was seconded by Prof. Snead and the motion passed without opposition.

13. **Policy Committee Recommendations.** Ms. Kilborn reported the results of a survey to determine whether districts were using contracted or employed investigators and whether those investigators were licensed through the appropriate state board.

Mr. Neuner stated that state private investigator law requires that persons must be licensed by the state to provide investigator services by contract. The Policy Committee recommended a policy requiring contract investigators who provided public defender services to be licensed by the Louisiana State Board of Private Investigator Examiners. Prof. McGough seconded the motion, which was approved without opposition.

Ms. LeDoux, on behalf of the Policy Committee, recommended that the staff promulgate the policies of the Board each January and July. Prof. Snead seconded the motion, which was approved without opposition.

14. **Progress on LJC as Foundation.** Mr. Hamilton reported that he is working with Heather Hall and is reviewing the LJC's charter and other documents, to be sure that they reflect a change in the organization's mission.

Ms. Faria informed the Board that there is funding available through the John R. Justice Student Loan Payment Act for loan repayment programs that the Board could use for recruitment and retention of defenders. Mr. Hamilton made a motion to permit staff to seek and acquire the funding. The motion was seconded by Mr. Dalton and was approved without opposition.

15. **Other Business.** Mr. Dalton informed the Board about defenders in Orleans Parish having problems visiting clients in custody and requested that this issue be added to the next Board meeting agenda.

16. **Upcoming Meeting Date.** The Board set its next meeting on Tuesday, August 24 in Lafayette at the Lafayette Public Library at 2 p.m. Subsequent meetings are as follows: Wednesday, October 6 (Metairie) at 2 p.m. with a Policy Committee meeting at 12:00 p.m., and Tuesday, December 14 (Hammond) at 2 p.m. with a Policy Committee meeting at 12:00 p.m.

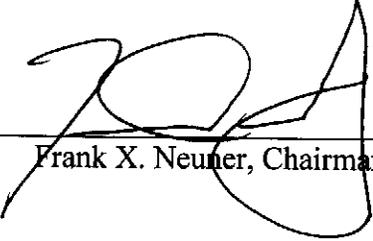
17. **Adjournment.** Ms. LeDoux moved for adjournment. The motion was seconded by Prof. Snead and passed without opposition.

Guests Present:

Mike Mitchell
Jacob Oakley
Richard Tompson
John Simmons
Reggie McIntyre
Tony Champagne
Jim Looney

Louis Champagne
Mike Courteau
Bradley Dausat
Derwyn Bunton
David Smith
Peggy Sullivan

I HEREBY CERTIFY that the foregoing is a full, true and correct account of the proceedings of the Louisiana Public Defender Board meeting held on the 14th Day of June, 2010, as approved by the Board on the 24th day August , 2010.



Frank X. Neuner, Chairman



Louisiana Public Defender Board Strategic Plan
(in accordance with La. R.S. 39:31)

Part 1: Mission

The following mission was adopted by the LPDB Board of Directors on April 24, 2010:

In pursuit of equal justice, the Louisiana Public Defender Board advocates for clients, supports practitioners and protects the public by continually improving the services guaranteed by the constitutional right to counsel.

Through its commitment to performance standards, ethical excellence, data-driven practices and client-centered advocacy, the Louisiana Public Defender Board oversees the delivery of high quality legal services affecting adults, children and families, and supports community well-being across Louisiana.

Part 2: Statement of Goals

- 1) LPDB will attain adequate budgetary and other resources that are essential for the delivery and supervision of the high quality, ethical legal defense representation services on behalf of LPDB's indigent adult and juvenile clients throughout the State of Louisiana.
- 2) LPDB will cultivate a technologically proficient defender community that utilizes up-to-date data-driven practices in its case management and systemic advocacy.
- 3) LPDB will create and offer a statewide training and learning program for attorneys and non-attorney professionals that develops, promotes and supports their delivery across the state of effective, high quality legal representation services for all adult and juvenile clients.
- 4) LPDB leadership team will create an effective communications system that facilitates the exchange of meaningful information between the leadership team and all stakeholders across the state.
- 5) LPDB will develop, cultivate and support leaders in each district office that share and promote LPDB's vision of standards-based, community oriented, data driven and client-centered legal representation, while respecting local variances in defense delivery mechanism.

Part 3: Statement of Persons Served

Principally, the LPDB oversees a single program and considers the defenders (attorney and non-attorney) and eligible indigent clients (and their families) a common community who mutually benefit from the LPDB Program.

Through its performance standards and commitment to data-driven policies, the Louisiana Public Defender Board will be accountable to the policy makers who supported the vision of fair public defense for all, to the tax payers who fund our programs, to the defenders who keep the system running, to the clients who depend on us to protect and defend their rights, and to the Louisiana community, who will be safer and stronger because we exist as an equal partner in the criminal justice system.

Part 4: Objectives

GOAL: LPDB will attain adequate budgetary and other resources that are essential for the delivery and supervision of the high quality, ethical legal defense representation services on behalf of LPDB’s indigent adult and juvenile clients throughout the State of Louisiana.

Objectives	Timeline	Person(s) Responsible
Develop an accurate assessment of the resources required to ethically and professionally fund the public defense function in Louisiana.	FY 11-15	ITM Officer
Implement reforms to improve the efficiency of the delivery of public defender services to maximize allocated resources.	FY 11-15	State Public Defender
Effectively maintain and expand the LPDB budget to ensure incremental budget increases until adequate resources exist to achieve ethical and professional caseload/workload compliance.	FY 11-15	State Public Defender
Improve the quality of public defense services for clients.	FY 11-15	Deputy Defender- Director of Training
Protect the state’s risk management interests.	FY 11-15	General Counsel

GOAL: LPDB will cultivate a technologically proficient defender community that utilizes up-to-date, data-driven practices in its case management and systemic advocacy.

Objectives	Timeline	Person Responsible
Provide ongoing training to all data entry personnel in public defender offices in Louisiana. R.S. 15:156(B)(3)	FY 11-15	ITM Officer
Continuously supervise district/ program compliance with data collection policies to improve the accuracy and depth of data collected through the Case Management System. R.S.15:147(B)(4)(c)	FY 11-15	ITM Officer
Provide technical assessments, recommendations and support for defenders in Louisiana. R.S. 15:156(B)(5)	FY 11-15	ITM Officer
Identify and procure enabling technology (hardware and software) for the LPDB board members and staff in compliance with state regulations. R.S.15:156(B)(5) and 15:56(B)(6)	FY 11-15	ITM Officer
Facilitate, maintain and improve communication between the field and LPDB.	FY 11-15	ITM Officer Special Projects Advisor
Facilitate, maintain and improve communication between LPDB and stakeholders.	FY 11-15	ITM Officer

GOAL: To create a statewide training system that develops, promotes, and supports the delivery of effective, high quality services.

Objectives	Timeline	Person Responsible
Deliver annual recurring trainings for all public defender personnel that promote the core agency values, engage highly qualified and compelling faculty, address relevant issues in the field, continually respond to the needs of practitioners, and are well attended. R.S.15:152(B)(1)	FY 11-15	Deputy Defender- Director of Training
Facilitate every region or local district's development and implementation of a regular training program for local staff	FY 11-15	Deputy Defender- Director of Training

(with appropriate attention paid to juvenile defender training).		
Provide training on the changes to defense delivery and LPDB expectations when performance standards become effective through promulgation. R.S. 15:153(B)(4)	FY 12-15	Deputy Defender- Director of Training
Create and maintain the state's principal repository for resources relating to the practice of criminal and juvenile law in the state of Louisiana. R.S.15:153(B)(5)	FY 11-15	Deputy Defender- Director of Training
Increase annual recruitment of both local and non-local law students into the public defender workforce in Louisiana, with special attention to recruitment of minority lawyers. R.S. 15:148(B)(6)	FY 11-15	Deputy Defender- Director of Training

GOAL: The LPDB leadership team will create an effective communications system that facilitates the exchange of meaningful information between the leadership team and stakeholders across the state.

Objectives	Timeline	Person Responsible
Develop internal protocols that present a consistent message and efficient workstyle to stakeholders in Louisiana.	FY 11, ongoing	State Public Defender
Increase the State Public Defender's accessibility to stakeholders in Louisiana, including criminal justice agency heads, social service providers and local bar associations.	FY 12-15	1 st Assistant to the SPD (new staff)
Strategically engage the LPDB Board of Directors in outreach, development and collaborative projects.	FY 12, ongoing	1 st Assistant to the SPD (new staff)

GOAL: LPDB will develop, cultivate and support leaders in each district office that share and promote LPDB’s vision of standards-based, community oriented, data driven and client-centered legal representation, while respecting local variances in defense delivery mechanism.

Objectives	Timeline	Person Responsible
Consistently train defender staff to deliver a model of defense services to indigent clients that complies with the mission and values of LPDB, as well as national best-practices.	FY 11, ongoing	Deputy Defender- Director of Training
Recruit and retain leaders in district offices and throughout the defense delivery system that share and promote LPDB’s vision of client-centered, community oriented, legal representation.	FY 11-15	State Public Defender
Provide resources (financial, human and technical) to support the transformation of public defense delivery in Louisiana.	FY 11-15	State Public Defender
Uniformly, all staff at LPDB will reflect and demonstrate through their work product the values expected of the district defenders offices/programs.	FY 11-15	All LPDB Staff

Part 5: Potential External Factors Which May Affect the Achievement of Goals

A number of potential external factors are beyond the control of the LPDB and could significantly affect the attainment of the stated goals and objectives. Among these factors are new demands, requirements, and/or changes in federal and state statutes, rules and regulations; increased litigation costs (both time and resources) associated with suits challenging the delivery of qualified public defender services; and/or in changes in judicial interpretation. In addition, the LPDB’s funding is dependent upon economic changes at the local, state, and/or national levels. LPDB’s grants, legislative appropriations and total organization may vary depending upon these economic fluctuations; moreover, legislative appropriations are also subject to changing priorities as determined by the Louisiana Legislature. Finally, some of the objectives identified in the LPDB 5-Year Strategic Plan require collaborative problem-solving with other criminal justice and social service entities. Factors, external and internal, affecting the implementation of their strategic plans may also affect the feasibility and timelines outlined herein.

Part 6: Strategies

GOAL:

LPDB will attain adequate budgetary and other resources that are essential for the delivery and supervision of the high quality, ethical legal defense representation services on behalf of LPDB’s indigent adult and juvenile clients throughout the State of Louisiana.

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

Strategy	Timeline	Team Members
Develop an efficient, standardized measure for caseload/workload analysis. R.S. 15:156(B)(2)	FY 11	Trial-Level Compliance Officer Juvenile Justice Compliance Officer General Counsel
Procure and implement in the field an adequate case management system that serves line defender, LPDB agency, and stakeholder needs.	FY 11	ITM Officer State Public Defender General Counsel
Create and regularly convene an engaged “Budget Committee” within the LPDB Board of Directors to recommend (for full Board approval) budget policies/decisions that fairly distribute funds, assess deficiencies and promote the efficiency of public defense delivery.	FY 11-15	State Public Defender General Counsel Budget Officer Board Members
Collect data regarding staff, salary, experts, and ancillary services on an annual basis. R.S. 15:148 (B)(12) and 15:148(B)(16)	FY 11-15	ITM Officer Budget Officer State Public Defender
Initiate a 6-month timekeeping pilot in three districts, and LPDB to evaluate its statewide application as a management and cost-analysis tool.	FY 11	1 st Assistant to the SPD (new staff) Trial-Level Compliance Officer Juvenile Justice Compliance Officer ITM Officer Budget Officer
Establish a case-weighting analysis that fully justifies requests for additional human and financial resources.	FY 12	State Public Defender ITM Officer Budget Officer Trial-Level Compliance Officer Deputy Defender-Dir. of Juv. Services
Produce a report addressing salary (and benefits, including retirement) parity between defenders and their prosecutorial counterparts, between defenders across the state, between juvenile and adult defenders and investigator pay, exploring the impact of these parity issues and making specific recommendations for their remedy.	FY 13	State Public Defender ITM Officer Budget Officer Research & Policy Analyst (new staff)
Actively monitor caseload/workload of all District offices and contract programs. R.S. 15:156(B)(2)	FY 13-15	Trial-Level Compliance Officer Juvenile Justice Compliance Officer

Objective: Implement reforms to improve the efficiency of the delivery of public defender services and maximize allocated resources.

Strategy	Timeline	Team Members
Hire a Capital Case Coordinator (and his/her support staff) capable of evaluating and improving the efficiency of LPDB capital defense services. R.S. 15:152(B)(3)	FY 11	State Public Defender Trial-Level Compliance Officer Deputy Director- Director of Training General Counsel
Create and regularly convene an engaged “Policy Committee” within the LPDB Board of Directors to recommend policies (for full Board approval) that promote the efficiency of public defense delivery.	FY 11-15	State Public Defender General Counsel Board Members
Contract with a Director of Development to identify, submit, procure and manage a development campaign (including special events).	FY 11	State Public Defender Budget Officer General Counsel Administrative Coordinator Accountant
Pursue federal, state and private funds, to double the capacity (either staff or contract) in the state office in order to provide one-on-one financial and case data support, conduct audits, facilitate training, supervise defender performance and improve case law and policy communication between LPDB and the field. R.S. 15:152(B)(6) and 15:152(B)(10)	FY 11-15	Director of Development (new staff) State Public Defender General Counsel Special Projects Advisor
Work with criminal justice stakeholders to reclassify certain offenses that clog the criminal justice process, accelerate community deterioration and do not pose public safety threats.	FY 11-15	State Public Defender Trial-Level Compliance Officer
Identify the method of delivery of capital defense services at the trial level.	FY 11	Capital Case Coordinator (new staff) State Public Defender Trial-Level Compliance Officer ITM Officer Budget Officer
Reorganize the method of delivery of capital defense services at the trial level to reduce costs and improve quality of services. R.S. 15:169(A)	FY 12	Capital Case Coordinator (new staff) State Public Defender Trial-Level Compliance Officer ITM Officer Budget Officer
Develop and implement a standard indigency determination application for all district offices in Louisiana. R.S.15:174	FY 12	State Public Defender Deputy Defender- Director of Training Special Projects Advisor
Definitively evaluate the cost-effectiveness of contract v. staff delivery systems on a district-by-district basis, with full consideration of appropriation of appropriate salary ranges. R.S.15:147(B)(16)	FY 12	State Public Defender General Counsel Budget Officer ITM Officer

		Trial Level Compliance Officer Juvenile Justice Compliance Officer
Create a plan/cost-effectiveness analysis for regionalization for districts under direct litigation or performance review, in special circumstances. R.S. 15:163(A)	FY 12	State Public Defender General Counsel Trial-Level Compliance Officer Juvenile Justice Compliance Officer Budget Officer ITM Officer
Leverage the resources of the private bar in Louisiana to assist in the delivery of effective, high-quality public defender services through outreach and training. R.S. ?	FY 12-15	1 st Assistant to the SPD (new staff) State Public Defender Deputy Defender- Director of Training
Create a diverse network of public defender allies across the criminal justice and social service systems in Louisiana to emphasize the need for collaboration and innovation in criminal justice reform. R.S. 15:147(C)(2)	FY 12-15	1 st Assistant to the SDP (new staff) State Public Defender Deputy Defender- Director of Training Deputy Defender- Dir. of Juv. Services Special Projects Advisor
Provide training and support to transition all public defender budgets to performance-based budgeting, based on a number of indicators. R.S. 15:155(B)(5)	FY 15	State Public Defender Budget Officer Director of Development (new staff)

Objective: Effectively maintain and expand the LPDB budget to ensure incremental budget increases until adequate resources exist to achieve ethical and professional caseload/workload compliance.

Strategy	Timeline	Team Members
Proactively monitor and respond to media related to public defense in Louisiana and systemic issues in the criminal justice system.	FY 11-15	1 st Assistant to the SPD (new staff) State Public Defender LPDB Board Chairman General Counsel
Annually, facilitate meetings between the State Public Defender and at least 10 state-level legislators.	FY 11-15	1 st Assistant to the SPD (new staff) Special Projects Advisor State Public Defender ITM Officer General Counsel
Continually improve the accuracy, scope and timeliness of data collection measures to justify budget needs.	FY 11-15	ITM Officer State Public Defender Budget Officer
Reach out to other criminal justice partners who are capable and compelling advocates at the Louisiana Legislature.	FY 11-15	State Public Defender 1 st Assistant to the SPD (new staff) LPDB Board Chairman General Counsel
Support local district's efforts to generate increased local revenue to support the delivery of public defense services.	FY 12-15	Director of Development (new staff) Special Projects Advisor Budget Officer

		General Counsel
Diversify allies who are capable and compelling advocates at the Louisiana Legislature.	FY 12-15	State Public Defender 1 st Assistant to the SPD (new staff) LPDB Board Chairman General Counsel Special Projects Advisor
As appropriate, work with the legislature and/or municipal authorities to bring public defender parity with the DA as it relates to office space allowances/rent reimbursement.	FY 13	State Public Defender General Counsel

Objective: Improve the quality of public defense services for clients.

Strategy	Timeline	Team Members
Develop a Contract for Public Defender Services and set fair salary structures for all District Defenders. R.S. 15:161(A)	FY 11	General Counsel State Public Defender Trial-Level Compliance Officer Budget Officer
Develop and promulgate Louisiana performance standards for representation in Child in Need of Care (CINC) cases, and support the ongoing evaluation of the utilization of these standards in the field.	FY 11	Deputy Defender– Dir. of Juv. Services Juvenile Justice Compliance Officer JIDAN Coordinator General Counsel
Develop and promulgate Louisiana performance standards for representation in delinquency cases, and support the ongoing evaluation of the utilization of these standards in the field.	FY 11	Deputy Defender– Dir. of Juv. Services Juvenile Justice Compliance Officer JIDAN Coordinator General Counsel
Create and maintain an appropriate online resource for LPDB staff and defenders in the field that allows them to access materials (practice advisories, recent rulings, etc.) and model documents (writs, motions, etc.) on a range of relevant legal issues.	FY 11-15	Deputy Defender- Director of Training Deputy Defender- Dir. of Juv. Services Special Projects Advisor Executive Assistant to the SPD
Provide training, job descriptions, and practice procedures and other support for investigators working or contracting with public defender offices/programs.	FY 11-15	Deputy Defender- Director of Training
Effectively utilize District Defenders/Program Directors to supervise and continually improve compliance with any/all LPDB performance standards by requiring that District Defenders/Program Directors regularly evaluate all staff on compliance of performance standards in their representation of clients by developing a performance evaluation tool.	FY 11-15	Trial-Level Compliance Officer Juvenile Justice Compliance Officer Deputy Defender-Director of Training
Develop, circulate and provide training on advocacy related to collateral consequences of a criminal conviction in Louisiana.	FY 11-15	Deputy Defender- Director of Training Special Projects Advisor

Develop and promulgate assigned counsel guidelines for the delivery of all public defense services in Louisiana, and support the ongoing evaluation of the utilization of these standards in the field.	FY 12	State Public Defender Trial-Level Compliance Officer Deputy Defender- Director of Training Deputy Defender- Dir. of Juv. Services
Form an appropriate and mutually beneficial relationship with a non-profit entity to procure funding for innovative direct and indirect services for clients.	FY 12	State Public Defender Special Projects Advisor General Counsel
Develop and promulgate Louisiana performance standards for capital representation, and support the ongoing evaluation of the utilization of these standards in the field.	FY 12	Capital Case Coordinator (new staff) State Public Defender Trial-Level Compliance Officer General Counsel
Develop and promulgate Louisiana performance standards for representation in post-conviction cases, and support the ongoing evaluation of the utilization of these standards in the field.	FY 12	Capital Case Coordinator (new staff) Trial-Level Compliance Officer State Public Defender General Counsel
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 13	Deputy Defender– Dir. of Juv. Services Juvenile Justice Compliance Officer JIDAN Coordinator General Counsel
Effectively record and promote the community value of effective public defense delivery through a client empowerment program and state and local client advisory councils.	FY 13	Special Projects Advisor ITM Officer
Develop and promulgate Louisiana performance standards for clients facing language access challenges to the criminal justice system, and support the ongoing evaluation of the utilization of these standards in the field.	FY 13	Special Projects Advisor State Public Defender
Develop and promulgate Louisiana performance standards for representation in appellate cases (excluding post-conviction), and support the ongoing evaluation of the utilization of these standards in the field.	FY 13	Trial-Level Compliance Officer State Public Defender General Counsel
Bring public defender caseloads/workloads into compliance with national and local performance standards as they relate to caseload/workload in at least five districts. R.S. 15:152 (B)(3)	FY 15	State Public Defender Deputy Defender- Director of Training Deputy Defender – Dir. of Juv. Services Trial-Level Compliance Officer Juvenile Justice Compliance Officer

Objective: Protect the state’s risk management interests.

Strategy	Timeline	Team Members
Undertake regular site visits in districts/programs across Louisiana to evaluate office functionality and attorney performance.	FY 11-15	Trial-Court Compliance Officer Juvenile Justice Compliance Officer Capital Case Coordinator (new staff)
Undertake follow-up site visits in districts/programs in Louisiana to evaluate implementation of LPDB recommendations.	FY 11-15	Trial-Court Compliance Officer Juvenile Justice Compliance Officer Capital Case Coordinator (new staff)
Initiate quarterly meetings with appropriate staff in the Division of Administration and the Office of the Governor related to actual or threatened litigation alleging unconstitutional delivery of legal defense services.	FY 11-15	General Counsel State Public Defender
Maintain and improve relevant information in the LPDB Continuity of Operations Plan (COOP).	FY 11-15	General Counsel State Public Defender ITM Officer
Proactively monitor case reporting information to identify, investigate and remedy anomalies in district/program data.	FY 11-15	ITM Officer Trial-Court Compliance Officer Juvenile Justice Compliance Officer Capital Case Coordinator (new staff)
Create and regularly convene an engaged “Ethics Committee” within the LPDB Board of Directors to recommend policies (for full Board approval) that anticipate and mitigate circumstances that involve ethical/unethical practices.	FY 11-15	State Public Defender General Counsel
Promptly prioritize and implement, if feasible, corrective action recommendations from in-house or third party reports that identify projects that would maximize the effectiveness of LPDB and its compliance with the 2007 Public Defender Act.	FY 11-15	Trial-Level Compliance Officer Juvenile Justice Compliance Officer State Public Defender General Counsel
Produce standardized, district-by-district assessments, as appropriate.	FY 12	ITM Officer Budget Officer
Collect and publish reports of public defender, client and community successes.	FY 12	Trial-Level Compliance Officer Juvenile Justice Compliance Officer Special Projects Advisor General Counsel
Produce a state public defender reform evaluation of all districts (standardized ‘report cards’).	FY 13	Special Projects Advisor Trial-Level Compliance Officer Juvenile Justice Compliance Officer ITM Officer General Counsel

GOAL:

LPDB will cultivate a technologically proficient defender community that utilizes up-to-date, data-driven practices in its case management and systemic advocacy.

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

Strategy	Timeline	Team Members
Develop a mechanism for data entry personnel to ask requests, provide feedback or request support.	FY 11-15	ITM Officer Technology Analyst Data Entry Technician
Provide regional trainings for data entry personnel on a regular basis.	FY 11-15	ITM Officer Technology Analyst Data Entry Technician
Develop and circulate materials/tutorials on the Case Management System, database management, excel documents and other relevant/requested software.	FY 11-15	ITM Officer Technology Analyst Data Entry Technician
Create a Case Management System orientation program for newly hired data entry personnel, as needed.	FY 11-15	ITM Officer Technology Analyst Data Entry Technician
Communicate, as needed, with Case Management System software technicians to continually improve the usability and benefit of the Case Management System.	FY 11-15	ITM Officer Technology Analyst Data Entry Technician
Solicit evaluations of the Case Management System and Case Management Support systems from data entry personnel in public defender offices in Louisiana.	FY 11-15	ITM Officer Technology Analyst Data Entry Technician

Objective: 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	Team Members
Perform regular performance audits of all districts/programs, with no more than 3 years lapsing between visits.	FY 11-15	Trial-Level Compliance Officer Juvenile Justice Compliance Officer Capital Case Coordinator (new staff) ITM Officer Budget Officer
Produce annual reports to the Legislature and Joint Legislative Committee on the Budget with accurate, in-depth assessments of the performance and efficiency of the public defender system along many markers. R.S. 15:152(B)(8)	FY 11-15	ITM Officer All LPDB staff
Develop a protocol to uniformly “grade” a district’s case reporting accuracy, and take corrective action.	FY 12	ITM Officer Technology Analyst

		Data Entry Technician
Contract/hire two regional Case Management Directors (one in N. Louisiana, one in S. Louisiana) to oversee the accurate collection of Case Management System data.	FY 12	ITM Officer Data Entry Technician

Objective: Provide technical assessments, recommendations and support for defenders in Louisiana.

Strategy	Timeline	Team Members
Conduct an annual technology and technology needs assessment in all LPDB-supported districts and district programs for internal decision-making and publication to policy makers.	FY 11-15	ITM Officer Technology Analyst Data Entry Technician
Develop a mechanism for data entry personnel to ask requests, provide feedback or request support.	FY 11-15	ITM Officer Technology Analyst Data Entry Technician
Seek technology funds from federal, state and local funding mechanisms to improve technology inventories in district public defender offices/programs.	FY 11-15	Director of Development ITM Officer Technology Analyst Data Entry Technician Special Projects Advisor
Provide personnel from the LPDB Technology Division to respond to technology requests articulated through the District Defender, Juvenile Defender and Assistant Defender Advisory Councils (and others, as relevant).	FY 11-15	ITM Officer Technology Analyst Data Entry Technician Special Projects Advisor
Develop and finance a secure, password protected, web-based writ, motion and training resource repository for defenders.	FY 12-15	ITM Officer Deputy Defender- Director of Training Data Entry Technician Special Projects Advisor
Pursue remote-access CLE training through web technology and training archiving.	FY 12-15	ITM Officer Deputy Defender- Director of Training Data Entry Technician

Objective: Identify and procure enabling technology (hardware and software) for the LPDB board members and staff in compliance with state regulations.

Strategy	Timeline	Team Members
Maintain familiarity with new technology, state procurement laws, and professional development opportunities to continuously maximize LPDB's technological capacity.	FY 11-15	ITM Officer Technology Analyst Data Entry Technician
Create annual technology budgets for inclusion in state annual reports and budget submissions.	FY 11-15	ITM Officer Technology Analyst Data Entry Technician

Objective: Facilitate, maintain and improve communication between the field and LPDB.

Strategy	Timeline	Team Members
Maintain a relevant, timely, attractive and accessible website for practitioners and members of the LPDB Board of Directors.	FY 11-15	Special Projects Advisor Technology Analyst
Increase opportunities for long-distance learning through the LPDB mobile learning lab.	FY 11-15	ITM Officer Technology Analyst Data Entry Technician
Host regular webinars (online seminars) addressing budget, policy, training and technology developments affecting public defense delivery.	FY 11-15	ITM Officer Technology Analyst Data Entry Technician
Manage a juvenile defender listserv to maximize cross-district learning and foster professional relationships among the defender community.	FY 11-15	ITM Officer Data Entry Technician Special Projects Advisor Deputy Defender- Dir. of Juv. Services Juvenile Justice Compliance Officer
Manage an investigator defender listserv to maximize cross-district learning and foster professional relationships among the defender community.	FY 11-15	ITM Officer Data Entry Technician Special Projects Advisor Deputy Defender- Director of Training
Manage an Assistant Defender Liaison listserv to maximize cross-district learning and foster professional relationships among the defender community.	FY 11-15	ITM Officer Data Entry Technician Special Projects Advisor State Public Defender
Produce a bi-monthly electronic newsletter to all public defender staff in Louisiana with relevant case law updates, defender features, policy changes and other information.	FY 11-15	Special Projects Advisor General Counsel
Respond to requests from the field to encourage cross-district communication, including supporting DistrictX@publicdefenders.la.gov e-mail addresses, managing a suggestions@lpdb.la.gov e-mail address, and allowing online searches by District Defender.	FY 11-15	ITM Officer Technology Analyst Data Entry Technician

Objective: Facilitate, maintain and improve communication between LPDB and stakeholders.

Strategy	Timeline	Team Members
Facilitate, maintain and improve methods of releasing press statements to state and national media and communicating with news reporters.	FY 11-15	1 st Assistant to the SPD (new staff) Special Projects Advisor
Maintain a relevant, timely, attractive and accessible website for the public, non-defense practitioners and clients.	FY 11-15	Special Projects Advisor Data Entry Technician

Facilitate LPDB access to stakeholders through office hours, online meetings, and other opportunities.	FY 11-15	1 st Assistant to the SPD (new staff) State Public Defender ITM Officer Special Projects Advisor
Improve and efficiently maintain up-to-date, district-specific information on public defense delivery across the state.	FY 11-15	ITM Officer Special Projects Advisor
Create a regular, hard copy newsletter for criminal justice, social service, civil rights and client community leaders.	FY 12-15	1 st Assistant to the SPD (new staff) Deputy Defender- Director of Training Special Projects Advisor

GOAL:

LPDB will create a statewide training system that develops, promotes, and supports the delivery of effective, high quality services.

Objective: Deliver annual recurring trainings for all public defender personnel that promote the core agency values, engage highly qualified and compelling faculty, address relevant issues in the field, continually respond to the needs of practitioners, and are well attended.

Strategy	Timeline	Team Members
Amend the 2007 Public Defender Act to allow LPDB to provide CLE at its trainings.	FY 11	Deputy Defender- Director of Training General Counsel
Increase the capacity of LPDB staff involved in the development of the LPDB training program through 'train the trainers' trainings and other professional development opportunities.	FY 11-15	State Public Defender Deputy Defender- Director of Training Deputy Defender- Dir. of Juv. Services Trial-Level Compliance Officer Juvenile Justice Compliance Officer Special Projects Advisor Capital Case Coordinator (new staff) ITM Officer
Develop positive, professional relationships with nationally-regarded training faculty for the benefit of Louisiana defenders.	FY 11-15	Deputy Defender- Director of Training State Public Defender
Adequately promote trainings through the e-newsletter, website, district offices, and among the private bar with advance notice to ensure maximum participation.	FY 11-15	Deputy Defender- Director of Training Special Projects Coordinator
Obtain funds to defray costs associated with the LPDB training program (from appropriate federal, state and local funding streams).	FY 11-15	Director of Development (new staff) Deputy Defender- Director of Training Special Projects Coordinator
Provide personnel from the LPDB Training Division to respond to training requests articulated through the District Defender, Juvenile Defender and Assistant	FY 11-15	Deputy Defender- Director of Training Special Projects Coordinator

Defender Advisory Councils (and others, as relevant).		
Create and implement a standard, mandatory evaluation protocol from all participants, and utilize evaluations to improve future trainings.	FY 11-15	Deputy Defender- Director of Training
Create and continually improve an annually recurring, best-practices, week-long training for new defenders.	FY 11-15	Deputy Defender- Director of Training
Create and continually improve an annually recurring skills training on a recent development in case law or an identified deficiency in Louisiana defender practice.	FY 11-15	Deputy Defender- Director of Training Trial-Level Compliance Officer
Create and continually improve an annually recurring training for capital defenders to maintain their certification.	FY 11-15	Deputy Defender- Director of Training Capital Case Coordinator (new staff)
Create and continually improve a recurring training program to support investigator's delivery of legal defense services.	FY 11-15	Deputy Defender- Director of Training
Create and continually improve a recurring training specifically dedicated to improving the Leadership and Management skills of defender-leaders.	FY 11-15	Deputy Defender- Director of Training State Public Defender
Create and continually improve an annually recurring training dedicated to skills needed for delinquency representation.	FY 11-15	Deputy Defender- Director of Training Deputy Defender- Dir. of Juv. Services
Establish an appropriate training for District Defenders/ Program Directors to evaluate performance specifically relating to the application and implementation of any/all LPDB performance standards relating to the representation of clients in their offices/ programs. R.S. 15:153(B)(2)	FY 12-15	Deputy Defender- Director of Training Trial-Level Compliance Officer Juvenile Justice Compliance Officer
Create, train and continually improve an annually recurring training for new juvenile defenders handling FINS, CINC and/or delinquency cases.	FY 12-15	Deputy Defender- Director of Training Deputy Defender- Dir. of Juv. Services
Create and continually improve an annually recurring training dedicated to skills needed for FINS representation.	FY 12-15	Deputy Defender- Director of Training Deputy Defender- Dir. of Juv. Services
Create and continually improve an annually recurring training dedicated to skills needed for CINC representation.	FY 12-15	Deputy Defender- Director of Training Deputy Defender- Dir. of Juv. Services
Create and continually improve an annually recurring training focusing on interdisciplinary sentencing advocacy skills development for attorney and non-attorney staff.	FY 12-15	Deputy Defender- Director of Training Special Projects Advisor
Create and continually improve a recurring training for defenders and other criminal justice and social service stakeholders to address systemic improvement.	FY 14, ongoing	Deputy Defender- Director of Training Special Projects Advisor Policy/Research Consultant (contract)

Objective: Facilitate every region or local district's development and implementation of a regular training program for local staff (with appropriate attention paid to juvenile defender training).

Strategy	Timeline	Team Members
Emphasize the importance of in-house trainings at annual Leadership and Management trainings hosted by LPDB.	FY 11-15	Deputy Defender- Director of Training Deputy Defender- Dir. of Juv. Services
By contract, require that all District Defenders submit to a performance evaluation by their staff, particularly addressing the District Defender's responsiveness to training needs.	FY 12-15	Deputy Defender- Director of Training Deputy Defender- Dir. of Juv. Services General Counsel
Promote local districts with pre-existing training programs through the e-newsletter, website, public education, legislative outreach and other opportunities.	FY 12-15	Deputy Defender- Director of Training Deputy Defender- Dir. of Juv. Services
Dedicate LPDB staff resources to supporting District Defender or Assistant Defender-initiated training programs.	FY 12-15	Deputy Defender- Director of Training Deputy Defender- Dir. of Juv. Services
Procure resources to assist district offices, through a competitive application process to hold trainings.	FY 13-15	Director of Development Deputy Defender- Director of Training Deputy Defender- Dir. of Juv. Services

Objective: Create and maintain the state's principal repository for resources relating to the practice of criminal and juvenile law in the state of Louisiana.

Strategy	Timeline	Team Members
Maintain current and diverse literature on the latest developments in the adult and juvenile defense practice on the LPDB website.	FY 11-15	Deputy Defender- Director of Training Special Projects Advisor Policy/Research Consultant (contract)
Create and regularly circulate to public defenders an update of rulings, briefs, writs and other materials relevant to public defense, either online or in hard copy.	FY 12-15	Deputy Defender- Director of Training Deputy Defender- Dir. of Juv. Services
Publish and circulate an annual, comprehensive report of statutory changes in criminal and juvenile law.	FY 12-15	Deputy Defender- Director of Training
Create an office library that archives relevant materials and a video-archive of relevant trainings for use by the defender community to utilize the resources at the LPDB office.	FY 12-15	Deputy Defender- Director of Training Data Entry Analyst
Develop and circulate protocols to support appellate and post-disposition advocacy in juvenile defense.	FY 12-15	Deputy Defender- Director of Training Deputy Defender- Dir. of Juv. Services

Objective: Increase annual recruitment of both local and non-local law students into the public defender workforce in Louisiana, with special attention to recruitment of minority lawyers

Strategy	Timeline	Team Members
Create a well-run, prestigious and mutually satisfying internship/externship program that utilizes local law student talent from each of the four local law schools to support local district offices/programs.	FY 11-15	1 st Assistant to the SPD (new staff) Deputy Defender- Director of Training Deputy Defender- Dir. of Juv. Services Special Projects Advisor
Develop a LPDB fact sheet and other materials to promote the benefits of employment in the Louisiana public defender system.	FY 11-15	Special Projects Advisor State Public Defender ITM Officer General Counsel 1 st Assistant to the SPD (new staff)
Attend local/national job fairs and outreach events at the four Louisiana law schools, universities with criminal justice programs, national career fairs and other opportunities.	FY 11-15	1 st Assistant to the SPD (new staff) Deputy Defender- Director of Training Deputy Defender- Dir. of Juv. Services Trial-Level Compliance Officer Juvenile Justice Compliance Officer
Support the development of criminal, juvenile and holistic advocacy clinics in law schools in Louisiana.	FY 11-15	Deputy Defender- Dir. of Juv. Services
Administer Louisiana's John R. Justice Grant Program to provide loan forgiveness to eligible public defenders and prosecutors in compliance with federal and state regulations.	FY 11-15	Director of Development Special Projects Advisor
Expand the LPDB Internship Program to include at least two investigator internships and two internships for students from law schools outside of Louisiana.	FY 12-15	1 st Assistant to the SPD (new staff) Deputy Defender- Director of Training Deputy Defender- Dir. of Juv. Services Special Projects Advisor
Conduct a public education/outreach campaign to the state's local bar associations to promote public defenders and the public defender service to the community.	FY 12-15	1 st Assistant to the SPD (new staff) State Public Defender Special Projects Advisor
Initiate high school level programs (in coordination with guidance counselor offices) in Louisiana high schools.	FY 12-15	1 st Assistant to the SPD (new staff) Deputy Defender- Dir. of Juv. Services Special Projects Advisor
Develop externship programs with all appropriate higher education institutions.	FY 13-15	1 st Assistant to the SPD (new staff) Deputy Defender- Director of Training Deputy Defender- Dir. of Juv. Services Special Projects Advisor
Engage LPDB staff and/or appropriate defenders to serve as faculty in law schools and institutions of higher learning in Louisiana.	FY 14-15	Deputy Defender- Director of Training Deputy Defender- Dir. of Juv. Services

Objective: Provide training on the changes to defense delivery and LPDB expectations when performance standards become effective through promulgation.

Strategy	Timeline	Team Members
Solicit feedback from the field and develop responsive state-wide training on new performance standards.	FY 12-15	Deputy Defender-Director of Training Deputy Defender-Dir. of Juv. Services ITM Officer
Consistently impose corrective action with non-compliance with promulgated LPDB standards/guidelines.	FY 12-15	Trial-Level Compliance Officer Juvenile Justice Compliance Officer

GOAL:

The LPDB leadership team will create an effective communications system that facilitates the exchange of meaningful information between the leadership team and stakeholders across the state.

Objective: Develop internal protocols that present a consistent message and efficient workstyle to stakeholders in Louisiana.

Strategy	Timeline	Team Members
Develop a meaningful vision statement.	FY 11	All LPDB Staff
Contract with a '1 st Assistant to the State Public Defender' to positively promote the work of LPDB to media outlets, social service providers, community leaders, the faith-based community, legal associations and other groups to raise public appreciation for the constitutional obligation to adequately resource the public defender system, both at the state agency, and in the districts. R.S. 152 (B)(6).	FY 11-13	State Public Defender General Counsel Executive Assistant to the SPD Administrative Coordinator Accountant
Supervise LPDB staff progress and divisions of labor per the LPDB Strategic Plan, addressing needs and correcting either staff work or the strategic plan, as necessary.	FY 11-15	1 st Assistant to the SPD (new staff)
Represent LPDB by attending all appropriate and relevant assigned meetings as the State Public Defender's delegate.	FY 11-15	1 st Assistant to the SPD (new staff)
Disseminate all surveys, requests for information, and other information from a single source.	FY 11-15	ITM Officer
Require all staff to submit weekly workplans for review and approval by the State Public Defender.	FY 11-15	State Public Defender
Hold weekly staff meetings that provide an open and available opportunity to discuss workplans, duplication or any staff grievances.	FY 11-15	State Public Defender

Provide opportunities for review and revision of the strategic plan with a formal 'signature of commitment' to work agreed upon by the collective group.	FY 11-15	State Public Defender
Maintain both an external and internal 'Training and Events' calendar that is accessible and accurate.	FY 11-15	Deputy Defender- Director of Training Special Projects Advisor Executive Assistant to the SPD
Conduct annual and recurring media trainings for defenders in Louisiana.	FY 12-15	1 st Assistant to the SPD (new staff) Deputy Defender- Director of Training Special Projects Advisor

Objective: Increase the State Public Defender's and Deputy Director-Director of Juvenile Services' accessibility to stakeholders in Louisiana, including criminal justice agency heads, social service providers and local bar associations.

Strategy	Timeline	Team Members
In advance of every board meeting (at least 8 times/year by statute) produce a State Public Defender Report that advises the Board, practitioners and the public of advances in public defense in Louisiana by LPDB.	FY 11-15	State Public Defender General Counsel
Represent Louisiana in parish, district, state and national criminal justice conferences, trainings and other opportunities.	FY 11-15	All Staff
Develop and maintain online and print materials that accurately reflect the agency and public defense system.	FY 11-15	Special Projects Advisor 1 st Assistant to the SPD (new staff) Deputy Defender- Director of Training General Counsel
Attend meetings of Children Youth and Planning Boards, Juvenile Justice Implementation Commission, School to Prison Pipeline Coalitions, JDAI sites, Models for Change sites and other relevant events/meetings in order to ensure appropriate exchange of information between LPDB, public defenders, stakeholders and service providers in the juvenile arena.	FY 11-15	Deputy Defender- Dir. of Juv. Services JIDAN Coordinator 1 st Assistant to the SPD (new staff)
Participate as an active member in the Louisiana State Bar Association Right to Counsel Committee.	FY 11-15	State Public Defender Deputy Defender- Dir. of Juv. Services 1 st Assistant to the SPD (new staff)
Undertake a meaningful public education campaign at institutions of higher learning, civic organizations, community groups and within the faith community.	FY 12-15	State Public Defender 1 st Assistant to the SPD (new staff) Special Projects Advisor

Objective: Strategically engage the LPDB Board of Directors in outreach, development and collaborative projects.

Strategy	Timeline	Team Members
Facilitate defender access to board members through e-newsletter features, “office hours”, advisory council participation, website information and other opportunities.	FY 11-15	1 st Assistant to the SPD (new staff) State Public Defender (SPD) Executive Assistant to the SPD Special Projects Advisor ITM Officer
Coordinate outreach events with board member participation.	FY 11-15	1 st Assistant to the SPD (new staff) State Public Defender (SPD) Executive Assistant to the SPD
Coordinate visits to adult prison facilities and juvenile detention centers with board members.	FY 12-15	1 st Assistant to the SPD (new staff) State Public Defender (SPD) Executive Assistant to the SPD Deputy Defender- Dir. of Juv. Services
Coordinate media outreach that involves board members.	FY 12-15	1 st Assistant to the SPD (new staff) State Public Defender SPD Executive Assistant to the SPD
Resource board member attendance at state and national criminal justice conferences and/or trainings.	FY 12-15	State Public Defender SPD Executive Assistant to the SPD

GOAL:

LPDB will develop, cultivate and support leaders in each district office that share and promote LPDB’s vision of standards-based, community oriented, data driven and client-centered legal representation, while respecting local variances in defense delivery mechanism.

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

Strategy	Timeline	Team Members
Provide and resource professional development opportunities to LPDB staff.	FY 11-15	State Public Defender
Utilize clients as faculty members to promote trust-based relationships.	FY 12-15	Deputy Defender- Director of Training
Cultivate a geographically diverse cadre of at least 15 local defender trainers to enhance the LPDB training program by promoting local commitment to shared values.	FY 12-15	Deputy Defender- Director of Training
Provide recurring, evolving cultural competency training to defender staff.	FY 12-15	Deputy Defender- Director of Training Deputy Defender- Dir. of Juv. Services Special Projects Advisor JIDAN Coordinator

Objective: Recruit and retain leaders in district offices and throughout the defense delivery system that share and promote LPDB’s vision of client-centered, community oriented legal representation.

Strategy	Timeline	Team Members
Replace all retiring/resigning District Defenders with persons who articulate and can demonstrate a commitment to the LPDB vision of defense delivery.	FY 11-15	LPDB Board of Directors State Public Defender Trial-Level compliance Officer Juvenile Justice Compliance Officer
Fully implement the board-adopted client complaint policy that encourages client feedback of public defense delivery.	FY 11-15	Trial-Level compliance Officer Juvenile Justice Compliance Officer
Coordinate District Defender (State Public Defender), Assistant Defender (Special Projects Advisor), and Juvenile Defender Advisory Councils (Deputy Defender-Dir. of Juv. Services) that are responsive to local needs in the field and promote cross-district learning.	FY 11-15	State Public Defender Special Projects Advisor Deputy Defender- Dir. of Juv. Services
Expand Advisory Councils (membership and perspective) as necessary.	FY 12-15	State Public Defender Special Projects Advisor
Develop a protocol to provide financial incentives for District Defenders who give up private practice, seek additional local funding, and admirably represent the values of LPDB.	FY 12-15	State Public Defender Board of Directors General Counsel Budget Committee of the Board
Create an LPDB event to recognize and celebrate District Defender leadership that admirably represents the values of LPDB.	FY 12-15	1st Assistant to the SPD Director of Development Special Projects Advisor
Transition all programs receiving LPDB funds to performance based budgeting and utilize our budget to encourage offices demonstrating shared vision with LPDB.	FY 15-15	State Public Defender ITM Officer Budget Officer Budget Committee of the Board Director of Development

Objective: Provide resources (financial, human and technical) to support the transformation of public defenders to community defenders.

Strategy	Timeline	Team Members
Create a “community defender toolkit” to encourage district offices/programs to improve their model of practice.	FY 11	State Public Defender Special Projects Advisor
Create an ‘ExtraLegal Needs Assessment’ of pre-trial, incarcerated, public defender-appointed clients.	FY 11	Trial-Level Compliance Officer Special Projects Advisor
Procure funds, develop and maintain an online, statewide social service directory/database for all public defenders in Louisiana.	FY 11-15	Special Projects Advisor ITM Officer

Annually, implement the 'ExtraLegal Needs Assessment' in at least three districts through prison interviews conducted by LPDB staff, district staff and interns/other staff, and publish findings.	FY 12-15	LPDB Leadership Team
Contract with a lawyer-disposition advocate team to develop materials, do training and prepare district offices wishing to integrate a social worker into the defense team to better provide community defense for their clients.	FY 13	State Public Defender Special Projects Advisor General Counsel
Fund, over a pilot term, a minimum of three pilot offices, with previously demonstrated capacity and commitment, to implement Defender Services Programs.	FY 14	Deputy Defender- Director of Training Deputy Defender- Dir. of Juv. Services Trial-Level Compliance Officer Juvenile Justice Compliance Officer Special Projects Advisor
Submit an annual report on the community benefit and cost-effectiveness of the LPDB Defender Services Programs to the Louisiana Legislature.	FY 15	State Public Defender ITM Officer Special Projects Advisor

Objective: Uniformly, all staff at LPDB reflect and demonstrate through their work product the values expected of the district defenders offices/programs.

Strategy	Timeline	Team Members
LPDB staff will test new policies, if applicable and including time-keeping, within the agency before mandating them in the field.	FY 11-15	All LPDB staff
LPDB leadership will promote professional development opportunities and make resources available for staff to enhance their appreciation of criminal justice topics, the community defender model, and the needs of the client community.	FY 11-15	LPDB Leadership Team
LPDB staff will participate in the 'ExtraLegal Needs Assessment' and spend time in prison facilities supporting the district's efforts to make systemic changes in their local justice systems.	FY 11-15	All LPDB staff
All LPDB staff will complete the same 'Supervisor Evaluation' that is completed for District Defenders and will submit it to the LPDB Board.	FY 11-15	All LPDB staff
The State Public Defender will regularly evaluate all staff on an annual basis.	FY 11-15	State Public Defender
LPDB will provide an appropriate reception area for all visitors.	FY 11-15	1 st Assistant to the SPD (new staff) Special Projects Advisor
LPDB will recruit, empower and sustain a community advisory board.	FY 13-15	1 st Assistant to the SPD (new staff) Special Projects Advisor

Objective: Establish and supervise an appropriate performance evaluation program for District Defenders, attorneys and non-attorney staff members and contractors.

Strategy	Timeline	Team Members
Develop a policy relating to performance reviews at the district/program level that escalate to request LPDB intervention.	FY 11	General Council Trial Compliance Officer Policy Committee of LPDB
Require that District Defenders perform at least annual reviews of all their staff (employee or contract, attorney and non-attorney), utilizing the performance assessment tool developed by LPDB in FY 11.	FY 12	State Public Defender General Counsel
Require that District Defenders provide and encourage their staff (employee or contract) to submit an annual 'Supervisor Evaluation' (developed by LPDB) of the District Defender to the LPDB Compliance Officers.	FY 12	State Public Defender Deputy Defender- Director of Training Deputy Defender- Dir. of Juv. Services

Part 7: Avoiding Duplication of Effort

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

- Contracting with a '1st Assistant to the State Public Defender' to coordinate workplans and monitor compliance with the LPDB Strategic Plan
- Development of clear job descriptions and revision of job descriptions, as necessary
- Development of an orientation program for LPDB staff
- Creation and circulation of an LPDB Employee Manual
- Quarterly reviews with Direct Supervisor (see organizational chart)
- Bi-annual reviews with State Public Defender
- Creation of an Agency Development Committee comprised of both LPDB board members and staff that regularly meets to discuss agency issues and possibilities for improvement
- Weekly full-staff and/or executive staff meetings that consistently provide the opportunity for staff to discuss current/ongoing projects
- Monthly meetings of the division heads
- Creating protocols that require all staff to create weekly work plans which outline all work and must be approved by the State Public Defender
- Creating protocols that require all staff to maintain regular timekeeping practices for review by the State Public Defender
- Maintenance of an up-to-date calendar of events/appointments/field visits that is accessible to all staff
- Annually, or more often as necessary, conduct a day-long, full-staff reevaluation of the LPDB 5-year Strategic Plan

Part 8: Performance Indicators for Each Objective

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

Input/Output	Singular, effective case management system including timekeeping / reduction in inaccuracy of data
Outcome	Accurate assessment of ethical caseload/workload limits, salary ranges and 'real cost' of public defense function
Efficiency	Appropriate state budgeting
Quality	Percentage of accuracy assessed through compliance/content audits

Objective: Implement reforms to improve the efficiency of the delivery of public defender services to maximize allocated resources.

Input/Output	Capacity to include Capital Case Coordinator / Additional executive-level staff specifically dedicated to supervise and significant portion of LPDB program budget
Outcome	Improvements in quality and efficiency of capital defense programs
Efficiency	Reduction in portion of state allocation due to reorganization
Quality	100% compliance with standardized, best-practices certification program

Input/Output	Capacity to include Director of Development / Increased amount of self-generated federal, state and local grant funds
Outcome	Increased resources for public defense function not borne by local tax revenue
Efficiency	Funds generated versus cost of Director of Development
Quality	Compliance with grant reporting requirements and eligibility for resubmission

Input/Output	Private bar participation / Increased number of cases assigned to qualified pro bono attorneys
Outcome	Increased number of clients served
Efficiency	Cost savings to system (state and local)
Quality	Increased training opportunities afforded private bar taking pro bono cases

Input/Output	Criminal justice policy review / Increased support for reclassification of certain crimes
Outcome	Reclassification of certain crimes
Efficiency	Reduction in pre-trial incarceration costs and collateral community consequences
Quality	Percentage in reduction of corrections costs

Input/Output	Performance-based budgeting / Increased number of districts receiving performance based awards
Outcome	Fair, financial recognition of efficient, effective programs at all levels
Efficiency	Increased resources for more effective programs
Quality	Increased approval of budget process by Budget Committee training and evaluation

Objective: Effectively maintain and expand the LPDB budget to ensure incremental budget increases until adequate resources exist to achieve ethical and professional caseload/workload compliance.

Input/Output	Outreach to policy makers / Number of policy maker meetings
Outcome	Number of policy makers advancing the reform vision of the 2007 Public Defender Act
Efficiency	Cost per visit
Quality	Increased policy maker support for adequate budget appropriation

Input/Output	Outreach campaign to social service and criminal justice stakeholders / Network of collaborative allies to support efficient, effective public defense services
Outcome	Increases in state appropriation up to required resources
Efficiency	Increased cost savings through collaborations reduce duplication since many public defender clients also utilize state-funded services in other areas
Quality	Increased programmatic collaboration towards uniting social service and criminal justice services, reduced recidivism rates

Objective: Improve the quality of public defense services for clients.

Input/Output	Contract for District Defender Services / Increased sign-rate for District Defender salary, scope of services and reporting requirements codified by contract
Outcome	100% compliance with all District Defenders
Efficiency	Standardized contract with formula for salary assessment and expected duties
Quality	Increase in ability to utilize contract to ensure compliance with LPDB policies and vision

Input/Output	Performance Guidelines and Standards for all levels of representation / Increased number of defenders aware, trained, and evaluated on the quality of representation relating to Performance Guidelines and Standards at all levels
Outcome	Number of levels of representation (capital, felony, appellate, juvenile, etc.) with promulgated Performance Guidelines and Standards
Efficiency	Processing time to draft, review, promulgate, publish and train
Quality	Guidelines and Standards' promulgation process feedback from all stakeholders and national experts

Objective: Protect the state's risk management interests.

Input/Output	Regular site visits of districts and programs / Number of changes in practice requested
Outcome	Increased support for defenders (all forms) and quality of services for clients
Efficiency	Reduction in practice reforms requested by LPDB over time
Quality	Increased compliance in follow-up visit reports

Input/Output	Standardized cross-district assessment protocol / Number of districts receiving positive reviews
Outcome	Number and identification of districts needing aggressive LPDB support
Efficiency	Processing time to make assessments and respond to assessment results
Quality	Consistent progress towards achieving the Legislature's constitutional obligation to provide for uniform quality of public defense services across the state, measured by percentage of districts receiving similar assessments

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

Input/Output	Regional Data Entry Training Events / Number of data technicians served
Outcome	Increasing accuracy of data collection measures
Efficiency	Reduction in time and labor-sensitive individual training and troubleshooting
Quality	Increased (system-wide) data reporting accuracy (confirmed through compliance/data audits) Feedback from data entry personnel

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

Input/Output	Compliance/data audits accompanying all performance audits of district offices and programs / Number of districts with verified data accuracy
Outcome	Number of districts with reliably accurate data entry to meet LPDB policies and statutory requirements
Efficiency	Increased attention to districts with unreliable data
Quality	Percentage of districts achieving 90+% accuracy in district data reporting

Objective: Provide technical assessments, recommendations and support for defenders in Louisiana.

Input/Output	Technical needs and inventory surveys / Number of reports detailing outstanding technology needs
Outcome	Increased appropriation for technology
Efficiency	Number of offices employing standardized and necessary hardware and software
Quality	Increased responsiveness and accuracy of survey confirmed through compliance/data audits

Objective: Identify and procure enabling technology (hardware and software) for the LPDB board members and staff in compliance with state regulations.

Input/Output	Technical needs and inventory surveys / Number of reports on outstanding technology needs
Outcome	Increased appropriation for technology
Efficiency	Expedited communication with the field and implementation of all programmatic goals
Quality	Increased board member satisfaction with communication and programmatic performance

Objective: Facilitate, maintain and improve communication between the field and LPDB.

Input/Output	LPDB's website and internal e-newsletter viewership / Number of visitors accessing the site monthly and reading the e-newsletter (bimonthly)
Outcome	Number of practitioners accessing and increasing communication with LPDB through website access and e-newsletter distribution
Efficiency	Cost for maintenance (assessed via viewership/readership)
Quality	Percentage of positive feedback related to all feedback

Input/Output	Number of appropriately managed list-serves for defenders / Number of participants making listserv submissions
Outcome	Number of exchanges of substantive legal advice or work product
Efficiency	Number of defenders served
Quality	Percentage increase in monthly and/or annual submissions

Objective: Facilitate, maintain and improve communication between LPDB and stakeholders.

Input/Output	LPDB website / Number of monthly content uploads
Outcome	Number of non-practitioners accessing and increasing communication with LPDB through website access
Efficiency	Cost for maintenance (assessed via viewership)
Quality	Percentage of positive feedback

Input/Output	Requests (internal and external) for communication through long-distance learning technology / Number of persons engaged (internal and external) through long-distance learning technology
Outcome	Increased accessibility to stakeholders in remote locations
Efficiency	Savings related to lack of physical travel
Quality	Percentage of users leaving positive feedback and reutilizing technology

Input/Output	Bi-annual newsletter to broad-based audience / Increased database for distribution
Outcome	Percentages of community leaders receiving regular communication about LPDB and public defense in Louisiana
Efficiency	Number of returned newsletters
Quality	Feedback to newsletters, Requests for subscription

Objective: Deliver annual recurring trainings for all public defender personnel that promote the core agency values, engage highly qualified and compelling faculty, address relevant issues in the field, continually respond to the needs of practitioners, and are well attended.

Input/Output	Comprehensive Trainings / Number of defenders trained
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Outcome	Number of defender staff integrating training skills into improved quality of representation
Efficiency	Number of trainings filled to maximum capacity
Quality	Increased positive feedback from mandatory, anonymous evaluations from faculty and participants, Defender retention, Increased levels of defender supervision

Input/Output	National faculty required for training / Number of national faculty recruited for recurring training at reduced fees
Outcome	Number of Louisiana defenders trained by nationally renown faculty
Efficiency	Cost savings (faculty fee reductions)
Quality	Mandatory, anonymous evaluations of faculty performance and impact

Objective: Facilitate every region or local district's development and implementation of a regular training program for local staff (with appropriate attention paid to juvenile defender training).

Input/Output	Self-sustaining training programs in state / Number of district offices initiating new training programs
Outcome	Increased number of local-level training programs
Efficiency	Cost savings for local trainings by local faculty
Quality	Evaluations of District Defender training programs (reviewed by LPDB)

Objective: Provide training on the changes to defense delivery and LPDB expectations when performance standards become effective through promulgation.

Input/Output	Standards and guidelines trainings / Number of defenders trained on new standards and guidelines
Outcome	Reduction in number of trained defenders whose quality of representation is out of compliance with standards and guidelines
Efficiency	Number of defenders trained versus entire eligible defender population
Quality	On and off-site performance reviews by the District Defenders and LPDB Compliance Officers

Objective: Create and maintain the state's principal repository for resources relating to the practice of criminal and juvenile law in the state of Louisiana.

Input/Output	LPDB library and online archive / Annual growth in number of materials in LPDB library and online archive
Outcome	Increased writ and motion practice in Louisiana courts
Efficiency	Assessed value of materials (one site versus piecemeal throughout the state with duplication)
Quality	Defender feedback and contribution to library and archive

Objective: Increase annual recruitment of both local and non-local law students into the public defender workforce in Louisiana, with special attention to recruitment of minority lawyers

Input/Output	Interns applying for participation in LPDB Internship Program / Number of qualifying interns accepted into LPDB Internship Program
Outcome	Increase in qualified applicants seeking internship opportunities
Efficiency	Number of hours directed into public service (quantified by dollars)
Quality	Increase in number and quality of applicants, Increase in number of former interns choosing employment in public defender offices/programs

Input/Output	Externs applying for participation in LPDB Externship Program / Number of qualifying externs accepted into LPDB Externship Program
Outcome	Increase in qualified applicants seeking externship opportunities
Efficiency	Number of hours directed into public service (quantified by dollars)
Quality	Increase in number and quality of applicants, Increase in number of former externs choosing employment in public defender offices/programs

Input/Output	Outreach events LPDB attends to recruit new lawyers to employment / Number of new defenders attending Defender Training Institute (mandatory orientation for new defenders)
Outcome	Increased annual recruitment of new defenders to public defense system
Efficiency	Retention of new defenders after one year of service
Quality	Frequency of sustained communication between of Defender Training Institute participants

Objective: Develop internal protocols that present a consistent message and efficient workstyle to stakeholders in Louisiana.

Input/Output	Specific staff member dedicated to this objective / More realistic workload for State Public Defender
Outcome	Increased cooperation of LPDB staff working toward common goals
Efficiency	Reduction in duplication of effort
Quality	Compliance with LPDB strategic plan

Objective: Increase the State Public Defender’s accessibility to stakeholders in Louisiana, including criminal justice agency heads, social service providers and local bar associations.

Input/Output	State Public Defender Outreach Meetings / Number of meetings with stakeholders that achieve specific objectives
Outcome	Increased network of allies to collaborate with public defender on community solutions
Efficiency	Increase in budget allocation / Increase in policy changes that maximize efficiency in the criminal justice system
Quality	Availability and diversity of allies advocating for public defender resources

Objective: Strategically engage the LPDB Board of Directors in outreach, development and collaborative projects.

Input/Output	Number of Board Members / Number of projects utilizing board members
Outcome	Increased engagement with the entities who appoint board members
Efficiency	Number of events per board member
Quality	Increased positive feedback and attendance of board members at LPDB events

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

Input/Output	Number of local defenders / Number of local defender-trainers
Outcome	Number of local defenders able to serve as faculty in LPDB trainings
Efficiency	Cost per training saved
Quality	Increased positive support from trainees for local faculty

Objective: Recruit and retain leaders in district offices and throughout the defense delivery system that share and promote LPDB’s vision of client-centered, community oriented, legal representation.

Input/Output	Number of advisory councils / Number of active members
Outcome	Number of exchanges of substantive feedback for LPDB
Efficiency	Number of defenders served
Quality	Percentage increase in monthly and/or annual participation Number of requests satisfied/implemented

Objective: Provide resources (financial, human and technical) to support the transformation of public defense delivery in Louisiana.

Input/Output	OPD Defender Services Program / Model “toolkit” for replication in other districts
Outcome	Number of programs appropriately staff in a community defender model of practice
Efficiency	Decrease in recidivism rate
Quality	Increase in positive feedback from defenders, clients and community policy makers

Objective: Establish and supervise an appropriate performance evaluation program for District Defenders, attorneys and non-attorney staff members and contractors.

Input/Output	Annual evaluation forms / Increased response rate to evaluations of all staff
Outcome	Number of students with at least annual performance reviews
Efficiency	Number of defenders providing written performance reports as satisfactory or above

Quality	Increased number of defenders delivering public defense services upon satisfactory review
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Objective: Uniformly, all staff at LPDB reflect and demonstrate through their work product the values expected of the district defenders offices/programs.

Input/Output	Number of projects beta-tested at LPDB / Tested evaluation/modification of beta test
Outcome	Increased support for LPDB projects in the field
Efficiency	Number of programs voluntarily implementing programs
Quality	Percentage of positive feedback through various advisory councils

Part 9: Statement of Support for Policies Helpful to Women and Families

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

LPDB 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.

LPDB 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.

LPDB 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.

LPDB permits the use of flexible time schedules for employees as approved by the supervisor and management.

Supplemental Materials:

- 1) Strategic Planning Checklist
- 2) Programmatic Organizational Chart
- 3) Staff Organizational Chart
- 4) Board of Directors (List of appointments, brief biographies)
- 5) 2007 Public Defender Act



**General Description of Strategic Planning Process Implementation
(in accordance with La. R.S. 39:31)**

The LPDB Strategic Plan was approved by the Board of Directors on June 14, 2010

The Louisiana Public Defender Board (LPDB) underwent intensive preparation to plan for the submission of its first strategic plan. LPDB was created on August 15, 2007, configured its 17-person Board of Directors and hired its first staff (State Public Defender Jean M. Faria) on June 1, 2008. The majority of the 16-TO staff positions at LPDB were filled by January 2009.

In July 2009, LPDB met, as a full staff, for a professional development training that focused on goal-setting and quantifying the success of LPDB deliverables. Work product generated in June was then expanded upon as LPDB hosted a multi-day strategic planning training with all staff and Board members in August.

Over the last quarter of 2009, LPDB staff submitted its budget in its traditional form, as well as in the format required by the transition to 'performance-based' budgeting. Staff met with Beverly Stein of Public Strategies Group both in person and via telephone conference for training before the preparation of the budget, and feedback throughout the process, until submission. This provided further assistance in staff's appreciation for the value of strategic planning, in both in its component parts and as a comprehensive document.

Beginning in January 2009, after reviewing a number of proposals from well-regarded strategic planning consultants, LPDB contracted with Phyllis Subin, Esq. to assist LPDB in crafting strategic planning documents that complied with our own statutory obligations and the strategic planning obligations required under R.S. 39:31. Ms. Subin is the former State Public Defender for New Mexico. In her position there, she created a similar strategic plan for her entity and is aware of the internal and external challenges to creating and implementing a five-year strategic plan within a state public defender agency.

Over two full days in February 2009, Ms. Subin facilitated the strategic planning process and coordinated follow-up assignments. This process began at the very beginning, with the development of a mission, the setting of first-ever goals, and the identification of objectives, strategies, and performance indicators. Over many weeks, staff prioritized its projects and considered the requisite details of the action plans that inform all work-product outlined in the strategic plan.

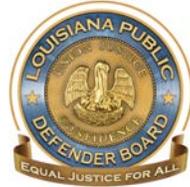
Since June 2008, LPDB has visited 90% of all districts and every contract program in the state. As a new agency, these visits are in large part outreach events, designed to effectively introduce our agency to the field, and allow the field ample access to the agency. Often these visits are requested by the district, may include 'office hours' from executive staff members, and always encourage an open-door policy of communication. Also, LPDB coordinates three advisory

councils: the District Defender Advisory Council, Assistant Defender Advisory Council and Juvenile Defender Advisory Council. These advisory councils are a critical link for meaningful communication between the agency and the field. LPDB has created a new website and coordinates a bi-monthly e-newsletter for the entire field to improve general communication and foster every opportunity for feedback to improve the public defender system for defenders, clients, other criminal justice and social service stakeholders, and the general public of Louisiana.

LPDB requires each district and program to complete an annual survey that contains a comprehensive snapshot of the public defense program, including budget, staffing, caseload, salaries, court obligations, intake procedures, locally generated revenue, technology inventories and other information. Staff reviews each district/program's completed survey, evaluates it for anomalies, verifies the information submitted and makes relevant policy decisions accordingly. The strategic plan submitted here reflects hundreds of hours of feedback from the field relating to LPDB programs and priorities.

The LPDB 17-member Board of Directors met 10 times in 2009 and has met five times thus far in 2010. Further, there are now three working subcommittees that are maximizing the Board's ability to achieve tangible results. The frequency of Board Meetings, coupled with the multi-day retreat training, ensure that the Board and the staff have common priorities and a mutually agreed-upon vision for the future of the agency.

All staff participated in the development of the strategic plan. The plan was presented to the LPDB Board on June 14, 2010, where it was approved in the submitted format.



Louisiana Public Defender Board Strategic Plan
(in accordance with La. R.S. 39:31)
The LPDB Strategic Plan was approved by the Board of Directors on June 14, 2010

Part 1: Mission

The following mission was adopted by the LPDB Board of Directors on April 24, 2010:

In pursuit of equal justice, the Louisiana Public Defender Board advocates for clients, supports practitioners and protects the public by continually improving the services guaranteed by the constitutional right to counsel.

Through its commitment to performance standards, ethical excellence, data-driven practices and client-centered advocacy, the Louisiana Public Defender Board oversees the delivery of high quality legal services affecting adults, children and families, and supports community well-being across Louisiana.

Part 2: Statement of Goals

- 1) LPDB will attain adequate budgetary and other resources that are essential for the delivery and supervision of the high quality, ethical legal defense representation services on behalf of LPDB's indigent adult and juvenile clients throughout the State of Louisiana.
- 2) LPDB will cultivate a technologically proficient defender community that utilizes up-to-date data-driven practices in its case management and systemic advocacy.
- 3) LPDB will create and offer a statewide training and learning program for attorneys and non-attorney professionals that develops, promotes and supports their delivery across the state of effective, high quality legal representation services for all adult and juvenile clients.
- 4) LPDB leadership team will create an effective communications system that facilitates the exchange of meaningful information between the leadership team and all stakeholders across the state.
- 5) LPDB will develop, cultivate and support leaders in each district office that share and promote LPDB's vision of standards-based, community oriented, data driven and client-centered legal representation, while respecting local variances in defense delivery mechanism.

Part 3: Statement of Persons Served

Principally, the LPDB oversees a single program and considers the defenders (attorney and non-attorney) and eligible indigent clients (and their families) a common community who mutually benefit from the LPDB Program.

Through its performance standards and commitment to data-driven policies, the Louisiana Public Defender Board will be accountable to the policy makers who supported the vision of fair public defense for all, to the tax payers who fund our programs, to the defenders who keep the system running, to the clients who depend on us to protect and defend their rights, and to the Louisiana community, who will be safer and stronger because we exist as an equal partner in the criminal justice system.

Part 4: Objectives

GOAL: LPDB will attain adequate budgetary and other resources that are essential for the delivery and supervision of the high quality, ethical legal defense representation services on behalf of LPDB’s indigent adult and juvenile clients throughout the State of Louisiana.

Objectives	Timeline	Person(s) Responsible
Develop an accurate assessment of the resources required to ethically and professionally fund the public defense function in Louisiana.	FY 11-15	ITM Officer
Implement reforms to improve the efficiency of the delivery of public defender services to maximize allocated resources.	FY 11-15	State Public Defender
Effectively maintain and expand the LPDB budget to ensure incremental budget increases until adequate resources exist to achieve ethical and professional caseload/workload compliance.	FY 11-15	State Public Defender
Improve the quality of public defense services for clients.	FY 11-15	Deputy Defender- Director of Training
Protect the state’s risk management interests.	FY 11-15	General Counsel

GOAL: LPDB will cultivate a technologically proficient defender community that utilizes up-to-date, data-driven practices in its case management and systemic advocacy.

Objectives	Timeline	Person Responsible
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Provide ongoing training to all data entry personnel in public defender offices in Louisiana. R.S. 15:156(B)(3)	FY 11-15	ITM Officer
Continuously supervise district/program compliance with data collection policies to improve the accuracy and depth of data collected through the Case Management System. R.S.15:147(B)(4)(c)	FY 11-15	ITM Officer
Provide technical assessments, recommendations and support for defenders in Louisiana. R.S. 15:156(B)(5)	FY 11-15	ITM Officer
Identify and procure enabling technology (hardware and software) for the LPDB board members and staff in compliance with state regulations. R.S.15:156(B)(5) and 15:56(B)(6)	FY 11-15	ITM Officer
Facilitate, maintain and improve communication between the field and LPDB.	FY 11-15	ITM Officer Special Projects Advisor
Facilitate, maintain and improve communication between LPDB and stakeholders.	FY 11-15	ITM Officer

GOAL: To create a statewide training system that develops, promotes, and supports the delivery of effective, high quality services.

Objectives	Timeline	Person Responsible
Deliver annual recurring trainings for all public defender personnel that promote the core agency values, engage highly qualified and compelling faculty, address relevant issues in the field, continually respond to the needs of practitioners, and are well attended. R.S.15:152(B)(1)	FY 11-15	Deputy Defender- Director of Training
Facilitate every region or local district's development and implementation of a regular training program for local staff (with appropriate attention paid to juvenile defender training).	FY 11-15	Deputy Defender- Director of Training
Provide training on the changes to defense delivery and LPDB expectations when performance	FY 12-15	Deputy Defender- Director of Training

standards become effective through promulgation. R.S. 15:153(B)(4)		
Create and maintain the state's principal repository for resources relating to the practice of criminal and juvenile law in the state of Louisiana. R.S.15:153(B)(5)	FY 11-15	Deputy Defender- Director of Training
Increase annual recruitment of both local and non-local law students into the public defender workforce in Louisiana, with special attention to recruitment of minority lawyers. R.S. 15:148(B)(6)	FY 11-15	Deputy Defender- Director of Training

GOAL: The LPDB leadership team will create an effective communications system that facilitates the exchange of meaningful information between the leadership team and stakeholders across the state.

Objectives	Timeline	Person Responsible
Develop internal protocols that present a consistent message and efficient workstyle to stakeholders in Louisiana.	FY 11-15	State Public Defender
Increase the State Public Defender's accessibility to stakeholders in Louisiana, including criminal justice agency heads, social service providers and local bar associations.	FY 12-15	1 st Assistant to the SPD (new staff)
Strategically engage the LPDB Board of Directors in outreach, development and collaborative projects.	FY 12-15	1 st Assistant to the SPD (new staff)

GOAL: LPDB will develop, cultivate and support leaders in each district office that share and promote LPDB's vision of standards-based, community oriented, data driven and client-centered legal representation, while respecting local variances in defense delivery mechanism.

Objectives	Timeline	Person Responsible
Consistently train defender staff to deliver a model of defense services to indigent clients that complies with the mission and values of LPDB, as well as national best-practices.	FY 11-15	Deputy Defender- Director of Training
Recruit and retain leaders in district	FY 11-15	State Public Defender

offices and throughout the defense delivery system that share and promote LPDB's vision of client-centered, community oriented, legal representation.		
Provide resources (financial, human and technical) to support the transformation of public defense delivery in Louisiana.	FY 11-15	State Public Defender
Uniformly, all staff at LPDB will reflect and demonstrate through their work product the values expected of the district defenders offices/programs.	FY 11-15	All LPDB Staff

Part 5: Potential External Factors Which May Affect the Achievement of Goals

A number of potential external factors are beyond the control of the LPDB and could significantly affect the attainment of the stated goals and objectives. Among these factors are new demands, requirements, and/or changes in federal and state statutes, rules and regulations; increased litigation costs (both time and resources) associated with suits challenging the delivery of qualified public defender services; and/or in changes in judicial interpretation. In addition, the LPDB's funding is dependent upon economic changes at the local, state, and/or national levels. LPDB's grants, legislative appropriations and total organization may vary depending upon these economic fluctuations; moreover, legislative appropriations are also subject to changing priorities as determined by the Louisiana Legislature. Finally, some of the objectives identified in the LPDB 5-Year Strategic Plan require collaborative problem-solving with other criminal justice and social service entities. Factors, external and internal, affecting the implementation of their strategic plans may also affect the feasibility and timelines outlined herein.

Part 6: Strategies

GOAL:

LPDB will attain adequate budgetary and other resources that are essential for the delivery and supervision of the high quality, ethical legal defense representation services on behalf of LPDB's indigent adult and juvenile clients throughout the State of Louisiana.

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

Strategy	Timeline	Team Members
Develop an efficient, standardized measure for caseload/workload analysis. R.S. 15:156(B)(2)	FY 11	Trial-Level Compliance Officer Juvenile Justice Compliance Officer

		General Counsel
Procure and implement in the field an adequate case management system that serves line defender, LPDB agency, and stakeholder needs.	FY 11	ITM Officer State Public Defender General Counsel
Create and regularly convene an engaged “Budget Committee” within the LPDB Board of Directors to recommend (for full Board approval) budget policies/decisions that fairly distribute funds, assess deficiencies and promote the efficiency of public defense delivery.	FY 11-15	State Public Defender General Counsel Budget Officer Board Members
Collect data regarding staff, salary, experts, and ancillary services on an annual basis. R.S. 15:148(B)(12) and 15:148(B)(16)	FY 11-15	ITM Officer Budget Officer State Public Defender
Initiate a 6-month timekeeping pilot in three districts, and LPDB to evaluate its statewide application as a management and cost-analysis tool.	FY 11	1 st Assistant to the SPD (new staff) Trial-Level Compliance Officer Juvenile Justice Compliance Officer ITM Officer Budget Officer
Establish a case-weighting analysis that fully justifies requests for additional human and financial resources.	FY 12	State Public Defender ITM Officer Budget Officer Trial-Level Compliance Officer Deputy Defender-Dir. of Juv. Services
Produce a report addressing salary (and benefits, including retirement) parity between defenders and their prosecutorial counterparts, between defenders across the state, between juvenile and adult defenders and investigator pay, exploring the impact of these parity issues and making specific recommendations for their remedy.	FY 13	State Public Defender ITM Officer Budget Officer Research & Policy Analyst (new staff)
Actively monitor caseload/workload of all District offices and contract programs. R.S. 15:156(B)(2)	FY 13-15	Trial-Level Compliance Officer Juvenile Justice Compliance Officer

Objective: Implement reforms to improve the efficiency of the delivery of public defender services and maximize allocated resources.

Strategy	Timeline	Team Members
Hire a Capital Case Coordinator (and his/her support staff) capable of evaluating and improving the efficiency of LPDB capital defense services. R.S. 15:152(B)(3)	FY 11	State Public Defender Trial-Level Compliance Officer Deputy Director- Director of Training General Counsel
Create and regularly convene an engaged “Policy Committee” within the LPDB Board of Directors to recommend policies (for full Board approval) that promote the efficiency of public defense delivery.	FY 11-15	State Public Defender General Counsel Board Members

Hire/Contract with a Director of Development to identify, submit, procure and manage a development campaign (including special events).	FY 11	State Public Defender Budget Officer General Counsel Administrative Coordinator Accountant
Pursue federal, state and private funds, to double the capacity (either staff or contract) in the state office in order to provide one-on-one financial and case data support, conduct audits, facilitate training, supervise defender performance and improve case law and policy communication between LPDB and the field. R.S. 15:152(B)(6) and 15:152(B)(10)	FY 11-15	Director of Development (new staff) State Public Defender General Counsel Special Projects Advisor
Work with criminal justice stakeholders to reclassify certain offenses that clog the criminal justice process, accelerate community deterioration and do not pose public safety threats.	FY 11-15	State Public Defender Trial-Level Compliance Officer
Identify the method of delivery of capital defense services at the trial level.	FY 11	Capital Case Coordinator (new staff) State Public Defender Trial-Level Compliance Officer ITM Officer Budget Officer
Reorganize the method of delivery of capital defense services at the trial level to reduce costs and improve quality of services. R.S. 15:169(A)	FY 12	Capital Case Coordinator (new staff) State Public Defender Trial-Level Compliance Officer ITM Officer Budget Officer
Develop and implement a standard indigency determination application for all district offices in Louisiana. R.S.15:174	FY 12	State Public Defender Deputy Defender- Director of Training Special Projects Advisor
Definitively evaluate the cost-effectiveness of contract v. staff delivery systems on a district-by-district basis, with full consideration of appropriation of appropriate salary ranges. R.S.15:147(B)(16)	FY 12	State Public Defender General Counsel Budget Officer ITM Officer Trial Level Compliance Officer Juvenile Justice Compliance Officer
Create a plan/cost-effectiveness analysis for regionalization for districts under direct litigation or performance review, in special circumstances. R.S. 15:163(A)	FY 12	State Public Defender General Counsel Trial-Level Compliance Officer Juvenile Justice Compliance Officer Budget Officer ITM Officer
Leverage the resources of the private bar in Louisiana to assist in the delivery of effective, high-quality public defender services through outreach and training.	FY 12-15	1 st Assistant to the SPD (new staff) State Public Defender Deputy Defender- Director of Training
Create a diverse network of public defender allies across the criminal justice and social service systems in	FY 12-15	1 st Assistant to the SDP (new staff) State Public Defender

Louisiana to emphasize the need for collaboration and innovation in criminal justice reform. R.S. 15:147(C)(2)		Deputy Defender- Director of Training Deputy Defender- Dir. of Juv. Services Special Projects Advisor
Provide training and support to transition all public defender budgets to performance-based budgeting, based on a number of indicators. R.S. 15:155(B)(5)	FY 15	State Public Defender Budget Officer Director of Development (new staff)

Objective: Effectively maintain and expand the LPDB budget to ensure incremental budget increases until adequate resources exist to achieve ethical and professional caseload/workload compliance.

Strategy	Timeline	Team Members
Proactively monitor and respond to media related to public defense in Louisiana and systemic issues in the criminal justice system.	FY 11-15	1 st Assistant to the SPD (new staff) State Public Defender LPDB Board Chairman General Counsel
Annually, facilitate meetings between the State Public Defender and at least 10 state-level legislators.	FY 11-15	1 st Assistant to the SPD (new staff) Special Projects Advisor State Public Defender ITM Officer General Counsel
Continually improve the accuracy, scope and timeliness of data collection measures to justify budget needs.	FY 11-15	ITM Officer State Public Defender Budget Officer
Reach out to other criminal justice partners who are capable and compelling advocates at the Louisiana Legislature.	FY 11-15	State Public Defender 1 st Assistant to the SPD (new staff) LPDB Board Chairman General Counsel
Support local district's efforts to generate increased local revenue to support the delivery of public defense services.	FY 12-15	Director of Development (new staff) Special Projects Advisor Budget Officer General Counsel
Diversify allies who are capable and compelling advocates at the Louisiana Legislature.	FY 12-15	State Public Defender 1 st Assistant to the SPD (new staff) LPDB Board Chairman General Counsel Special Projects Advisor
As appropriate, work with the legislature and/or municipal authorities to bring public defender parity with the DA as it relates to office space allowances/rent reimbursement.	FY 13	State Public Defender General Counsel

Objective: Improve the quality of public defense services for clients.

Strategy	Timeline	Team Members
Develop a Contract for Public Defender Services and set fair salary structures for all District Defenders. R.S. 15:161(A)	FY 11	General Counsel State Public Defender Trial-Level Compliance Officer Budget Officer
Develop and promulgate Louisiana performance standards for representation in Child in Need of Care (CINC) cases, and support the ongoing evaluation of the utilization of these standards in the field.	FY 11	Deputy Defender– Dir. of Juv. Services Juvenile Justice Compliance Officer JIDAN Coordinator General Counsel
Develop and promulgate Louisiana performance standards for representation in delinquency cases, and support the ongoing evaluation of the utilization of these standards in the field.	FY 11	Deputy Defender– Dir. of Juv. Services Juvenile Justice Compliance Officer JIDAN Coordinator General Counsel
Create and maintain an appropriate online resource for LPDB staff and defenders in the field that allows them to access materials (practice advisories, recent rulings, etc.) and model documents (writs, motions, etc.) on a range of relevant legal issues.	FY 11-15	Deputy Defender- Director of Training Deputy Defender- Dir. of Juv. Services Special Projects Advisor Executive Assistant to the SPD
Provide job descriptions and practice procedures and other support for investigators working or contracting with public defender offices/programs.	FY 11-15	Trial-Level Compliance Officer Juvenile Justice Compliance Officer Deputy Defender-Director of Training
Effectively utilize District Defenders/Program Directors to supervise and continually improve compliance with any/all LPDB performance standards by requiring that District Defenders/Program Directors regularly evaluate all staff on compliance of performance standards in their representation of clients by developing a performance evaluation tool.	FY 11-15	Trial-Level Compliance Officer Juvenile Justice Compliance Officer Deputy Defender-Director of Training
Develop, circulate and provide training on advocacy related to collateral consequences of a criminal conviction in Louisiana.	FY 11-15	Deputy Defender- Director of Training Special Projects Advisor
Develop and promulgate assigned counsel guidelines for the delivery of all public defense services in Louisiana, and support the ongoing evaluation of the utilization of these standards in the field.	FY 12	State Public Defender Trial-Level Compliance Officer Deputy Defender- Director of Training Deputy Defender- Dir. of Juv. Services
Form an appropriate and mutually beneficial relationship with a non-profit entity to procure funding for innovative direct and indirect services for clients.	FY 12	State Public Defender Special Projects Advisor General Counsel
Develop and promulgate Louisiana performance standards for capital representation, and support the ongoing evaluation of the utilization of these standards in the field.	FY 12	Capital Case Coordinator (new staff) State Public Defender Trial-Level Compliance Officer General Counsel
Develop and promulgate Louisiana performance	FY 12	Capital Case Coordinator (new staff)

standards for representation in post-conviction cases, and support the ongoing evaluation of the utilization of these standards in the field.		Trial-Level Compliance Officer State Public Defender General Counsel
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 13	Deputy Defender– Dir. of Juv. Services Juvenile Justice Compliance Officer JIDAN Coordinator General Counsel
Effectively record and promote the community value of effective public defense delivery through a client empowerment program and state and local client advisory councils.	FY 13	Special Projects Advisor ITM Officer
Develop and promulgate Louisiana performance standards for clients facing language access challenges to the criminal justice system, and support the ongoing evaluation of the utilization of these standards in the field.	FY 13	Special Projects Advisor State Public Defender
Develop and promulgate Louisiana performance standards for representation in appellate cases (excluding post-conviction), and support the ongoing evaluation of the utilization of these standards in the field.	FY 13	Trial-Level Compliance Officer State Public Defender General Counsel
Bring public defender caseloads/workloads into compliance with national and local performance standards as they relate to caseload/workload in at least five districts. R.S. 15:152 (B)(3)	FY 15	State Public Defender Deputy Defender- Director of Training Deputy Defender – Dir. of Juv. Services Trial-Level Compliance Officer Juvenile Justice Compliance Officer

Objective: Protect the state’s risk management interests.

Strategy	Timeline	Team Members
Undertake regular site visits in districts/programs across Louisiana to evaluate office functionality and attorney performance.	FY 11-15	Trial-Court Compliance Officer Juvenile Justice Compliance Officer Capital Case Coordinator (new staff)
Undertake follow-up site visits in districts/programs in Louisiana to evaluate implementation of LPDB recommendations.	FY 11-15	Trial-Court Compliance Officer Juvenile Justice Compliance Officer Capital Case Coordinator (new staff)
Initiate quarterly meetings with appropriate staff in the Division of Administration and the Office of the Governor related to actual or threatened litigation alleging unconstitutional delivery of legal defense services.	FY 11-15	General Counsel State Public Defender

Maintain and improve relevant information in the LPDB Continuity of Operations Plan (COOP).	FY 11-15	General Counsel State Public Defender ITM Officer
Proactively monitor case reporting information to identify, investigate and remedy anomalies in district/program data.	FY 11-15	ITM Officer Trial-Court Compliance Officer Juvenile Justice Compliance Officer Capital Case Coordinator (new staff)
Create and regularly convene an engaged “Ethics Committee” within the LPDB Board of Directors to recommend policies (for full Board approval) that anticipate and mitigate circumstances that involve ethical/unethical practices.	FY 11-15	State Public Defender General Counsel
Promptly prioritize and implement, if feasible, corrective action recommendations from in-house or third party reports that identify projects that would maximize the effectiveness of LPDB and its compliance with the 2007 Public Defender Act.	FY 11-15	Trial-Level Compliance Officer Juvenile Justice Compliance Officer State Public Defender General Counsel
Produce standardized, district-by-district assessments, as appropriate.	FY 12	ITM Officer Budget Officer
Collect and publish reports of public defender, client and community successes.	FY 12	Trial-Level Compliance Officer Juvenile Justice Compliance Officer Special Projects Advisor General Counsel
Produce a state public defender reform evaluation of all districts (standardized ‘report cards’).	FY 13	Special Projects Advisor Trial-Level Compliance Officer Juvenile Justice Compliance Officer ITM Officer General Counsel

GOAL:

LPDB will cultivate a technologically proficient defender community that utilizes up-to-date, data-driven practices in its case management and systemic advocacy.

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

Strategy	Timeline	Team Members
Develop a mechanism for data entry personnel to ask requests, provide feedback or request support.	FY 11-15	ITM Officer Technology Analyst Data Entry Technician
Provide regional trainings for data entry personnel on a regular basis.	FY 11-15	ITM Officer Technology Analyst

		Data Entry Technician
Develop and circulate materials/tutorials on the Case Management System, database management, excel documents and other relevant/requested software.	FY 11-15	ITM Officer Technology Analyst Data Entry Technician
Create a Case Management System orientation program for newly hired data entry personnel, as needed.	FY 11-15	ITM Officer Technology Analyst Data Entry Technician
Communicate, as needed, with Case Management System software technicians to continually improve the usability and benefit of the Case Management System.	FY 11-15	ITM Officer Technology Analyst Data Entry Technician
Solicit evaluations of the Case Management System and Case Management Support systems from data entry personnel in public defender offices in Louisiana.	FY 11-15	ITM Officer Technology Analyst Data Entry Technician

Objective: 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	Team Members
Perform regular performance audits of all districts/programs, with no more than 3 years lapsing between visits.	FY 11-15	Trial-Level Compliance Officer Juvenile Justice Compliance Officer Capital Case Coordinator (new staff) ITM Officer Budget Officer
Produce annual reports to the Legislature and Joint Legislative Committee on the Budget with accurate, in-depth assessments of the performance and efficiency of the public defender system along many markers. R.S. 15:152(B)(8)	FY 11-15	ITM Officer All LPDB staff
Develop a protocol to uniformly “grade” a district’s case reporting accuracy, and take corrective action.	FY 12	ITM Officer Technology Analyst Data Entry Technician
Contract/hire two regional Case Management Directors (one in N. Louisiana, one in S. Louisiana) to oversee the accurate collection of Case Management System data.	FY 12	ITM Officer Data Entry Technician

Objective: Provide technical assessments, recommendations and support for defenders in Louisiana.

Strategy	Timeline	Team Members
Conduct an annual technology and technology needs assessment in all LPDB-supported districts and district programs for internal decision-making and publication	FY 11-15	ITM Officer Technology Analyst Data Entry Technician

to policy makers.		
Develop a mechanism for data entry personnel to ask requests, provide feedback or request support.	FY 11-15	ITM Officer Technology Analyst Data Entry Technician
Seek technology funds from federal, state and local funding mechanisms to improve technology inventories in district public defender offices/programs.	FY 11-15	Director of Development ITM Officer Technology Analyst Data Entry Technician Special Projects Advisor
Provide personnel from the LPDB Technology Division to respond to technology requests articulated through the District Defender, Juvenile Defender and Assistant Defender Advisory Councils (and others, as relevant).	FY 11-15	ITM Officer Technology Analyst Data Entry Technician Special Projects Advisor
Develop and finance a secure, password protected, web-based writ, motion and training resource repository for defenders.	FY 12-15	ITM Officer Deputy Defender- Director of Training Data Entry Technician Special Projects Advisor
Pursue remote-access CLE training through web technology and training archiving.	FY 12-15	ITM Officer Deputy Defender- Director of Training Data Entry Technician

Objective: Identify and procure enabling technology (hardware and software) for the LPDB board members and staff in compliance with state regulations.

Strategy	Timeline	Team Members
Maintain familiarity with new technology, state procurement laws, and professional development opportunities to continuously maximize LPDB's technological capacity.	FY 11-15	ITM Officer Technology Analyst Data Entry Technician
Create annual technology budgets for inclusion in state annual reports and budget submissions.	FY 11-15	ITM Officer Technology Analyst Data Entry Technician

Objective: Facilitate, maintain and improve communication between the field and LPDB.

Strategy	Timeline	Team Members
Maintain a relevant, timely, attractive and accessible website for practitioners and members of the LPDB Board of Directors.	FY 11-15	Special Projects Advisor Technology Analyst
Increase opportunities for long-distance learning through the LPDB mobile learning lab.	FY 11-15	ITM Officer Technology Analyst Data Entry Technician
Host regular webinars (online seminars) addressing budget, policy, training and technology developments affecting public defense delivery.	FY 11-15	ITM Officer Technology Analyst Data Entry Technician

Manage a juvenile defender listserv to maximize cross-district learning and foster professional relationships among the defender community.	FY 11-15	ITM Officer Data Entry Technician Special Projects Advisor Deputy Defender- Dir. of Juv. Services Juvenile Justice Compliance Officer
Manage an investigator defender listserv to maximize cross-district learning and foster professional relationships among the defender community.	FY 11-15	ITM Officer Data Entry Technician Special Projects Advisor Deputy Defender- Director of Training
Manage an Assistant Defender Liaison listserv to maximize cross-district learning and foster professional relationships among the defender community.	FY 11-15	ITM Officer Data Entry Technician Special Projects Advisor State Public Defender
Produce a bi-monthly electronic newsletter to all public defender staff in Louisiana with relevant case law updates, defender features, policy changes and other information.	FY 11-15	Special Projects Advisor General Counsel
Respond to requests from the field to encourage cross-district communication, including supporting DistrictX@publicdefenders.la.gov e-mail addresses, managing a suggestions@lpdb.la.gov e-mail address, and allowing online searches by District Defender.	FY 11-15	ITM Officer Technology Analyst Data Entry Technician

Objective: Facilitate, maintain and improve communication between LPDB and stakeholders.

Strategy	Timeline	Team Members
Facilitate, maintain and improve methods of releasing press statements to state and national media and communicating with news reporters.	FY 11-15	1 st Assistant to the SPD (new staff) Special Projects Advisor
Maintain a relevant, timely, attractive and accessible website for the public, non-defense practitioners and clients.	FY 11-15	Special Projects Advisor Data Entry Technician
Facilitate LPDB access to stakeholders through office hours, online meetings, and other opportunities.	FY 11-15	1 st Assistant to the SPD (new staff) State Public Defender ITM Officer Special Projects Advisor
Improve and efficiently maintain up-to-date, district-specific information on public defense delivery across the state.	FY 11-15	ITM Officer Special Projects Advisor
Create a regular, hard copy newsletter for criminal justice, social service, civil rights and client community leaders.	FY 12-15	1 st Assistant to the SPD (new staff) Deputy Defender- Director of Training Special Projects Advisor

GOAL:

LPDB will create a statewide training system that develops, promotes, and supports the delivery of effective, high quality services.

Objective: Deliver annual recurring trainings for all public defender personnel that promote the core agency values, engage highly qualified and compelling faculty, address relevant issues in the field, continually respond to the needs of practitioners, and are well attended.

Strategy	Timeline	Team Members
Amend the 2007 Public Defender Act to allow LPDB to provide CLE at its trainings.	FY 11	Deputy Defender- Director of Training General Counsel
Increase the capacity of LPDB staff involved in the development of the LPDB training program through 'train the trainers' trainings and other professional development opportunities.	FY 11-15	State Public Defender Deputy Defender- Director of Training Deputy Defender- Dir. of Juv. Services Trial-Level Compliance Officer Juvenile Justice Compliance Officer Special Projects Advisor Capital Case Coordinator (new staff) ITM Officer
Develop positive, professional relationships with nationally-regarded training faculty for the benefit of Louisiana defenders.	FY 11-15	Deputy Defender- Director of Training State Public Defender
Adequately promote trainings through the e-newsletter, website, district offices, and among the private bar with advance notice to ensure maximum participation.	FY 11-15	Deputy Defender- Director of Training Special Projects Coordinator
Obtain funds to defray costs associated with the LPDB training program (from appropriate federal, state and local funding streams).	FY 11-15	Director of Development (new staff) Deputy Defender- Director of Training Special Projects Coordinator
Provide personnel from the LPDB Training Division to respond to training requests articulated through the District Defender, Juvenile Defender and Assistant Defender Advisory Councils (and others, as relevant).	FY 11-15	Deputy Defender- Director of Training Special Projects Coordinator
Create and implement a standard, mandatory evaluation protocol from all participants, and utilize evaluations to improve future trainings.	FY 11-15	Deputy Defender- Director of Training
Create and continually improve an annually recurring, best-practices, week-long training for new defenders.	FY 11-15	Deputy Defender- Director of Training
Create and continually improve an annually recurring skills training on a recent development in case law or an identified deficiency in Louisiana defender practice.	FY 11-15	Deputy Defender- Director of Training Trial-Level Compliance Officer
Create and continually improve an annually recurring training for capital defenders to maintain their certification.	FY 11-15	Deputy Defender- Director of Training Capital Case Coordinator (new staff)
Create and continually improve a recurring training	FY 11-15	Deputy Defender- Director of Training

program to support investigator's delivery of legal defense services.		
Create and continually improve a recurring training specifically dedicated to improving the Leadership and Management skills of defender-leaders.	FY 11-15	Deputy Defender- Director of Training State Public Defender
Create and continually improve an annually recurring training dedicated to skills needed for delinquency representation.	FY 11-15	Deputy Defender- Director of Training Deputy Defender- Dir. of Juv. Services
Establish an appropriate training for District Defenders/ Program Directors to evaluate performance specifically relating to the application and implementation of any/all LPDB performance standards relating to the representation of clients in their offices/ programs. R.S. 15:153(B)(2)	FY 12-15	Deputy Defender- Director of Training Trial-Level Compliance Officer Juvenile Justice Compliance Officer
Create, train and continually improve an annually recurring training for new juvenile defenders handling FINS, CINC and/or delinquency cases.	FY 12-15	Deputy Defender- Director of Training Deputy Defender- Dir. of Juv. Services
Create and continually improve an annually recurring training dedicated to skills needed for FINS representation.	FY 12-15	Deputy Defender- Director of Training Deputy Defender- Dir. of Juv. Services
Create and continually improve an annually recurring training dedicated to skills needed for CINC representation.	FY 12-15	Deputy Defender- Director of Training Deputy Defender- Dir. of Juv. Services
Create and continually improve an annually recurring training focusing on interdisciplinary sentencing advocacy skills development for attorney and non-attorney staff.	FY 12-15	Deputy Defender- Director of Training Special Projects Advisor
Create and continually improve a recurring training for defenders and other criminal justice and social service stakeholders to address systemic improvement.	FY 14-15	Deputy Defender- Director of Training Special Projects Advisor Policy/Research Consultant (contract)

Objective: Facilitate every region or local district's development and implementation of a regular training program for local staff (with appropriate attention paid to juvenile defender training).

Strategy	Timeline	Team Members
Emphasize the importance of in-house trainings at annual Leadership and Management trainings hosted by LPDB.	FY 11-15	Deputy Defender- Director of Training Deputy Defender- Dir. of Juv. Services
By contract, require that all District Defenders submit to a performance evaluation by their staff, particularly addressing the District Defender's responsiveness to training needs.	FY 12-15	Deputy Defender- Director of Training Deputy Defender- Dir. of Juv. Services General Counsel
Promote local districts with pre-existing training	FY 12-15	Deputy Defender- Director of Training

programs through the e-newsletter, website, public education, legislative outreach and other opportunities.		Deputy Defender- Dir. of Juv. Services
Dedicate LPDB staff resources to supporting District Defender or Assistant Defender-initiated training programs.	FY 12-15	Deputy Defender- Director of Training Deputy Defender- Dir. of Juv. Services
Procure resources to assist district offices, through a competitive application process to hold trainings.	FY 13-15	Director of Development Deputy Defender- Director of Training Deputy Defender- Dir. of Juv. Services

Objective: Create and maintain the state’s principal repository for resources relating to the practice of criminal and juvenile law in the state of Louisiana.

Strategy	Timeline	Team Members
Maintain current and diverse literature on the latest developments in the adult and juvenile defense practice on the LPDB website.	FY 11-15	Deputy Defender- Director of Training Special Projects Advisor Policy/Research Consultant (contract)
Create and regularly circulate to public defenders an update of rulings, briefs, writs and other materials relevant to public defense, either online or in hard copy.	FY 12-15	Deputy Defender- Director of Training Deputy Defender- Dir. of Juv. Services
Publish and circulate an annual, comprehensive report of statutory changes in criminal and juvenile law.	FY 12-15	Deputy Defender- Director of Training
Create an office library that archives relevant materials and a video-archive of relevant trainings for use by the defender community to utilize the resources at the LPDB office.	FY 12-15	Deputy Defender- Director of Training Data Entry Analyst
Develop and circulate protocols to support appellate and post-disposition advocacy in juvenile defense.	FY 12-15	Deputy Defender- Director of Training Deputy Defender- Dir. of Juv. Services

Objective: Increase annual recruitment of both local and non-local law students into the public defender workforce in Louisiana, with special attention to recruitment of minority lawyers

Strategy	Timeline	Team Members
Create a well-run, prestigious and mutually satisfying internship/externship program that utilizes local law student talent from each of the four local law schools to support local district offices/programs.	FY 11-15	1 st Assistant to the SPD (new staff) Deputy Defender- Director of Training Deputy Defender- Dir. of Juv. Services Special Projects Advisor
Develop a LPDB fact sheet and other materials to promote the benefits of employment in the Louisiana public defender system.	FY 11-15	Special Projects Advisor State Public Defender ITM Officer General Counsel 1 st Assistant to the SPD (new staff)

Attend local/national job fairs and outreach events at the four Louisiana law schools, universities with criminal justice programs, national career fairs and other opportunities.	FY 11-15	1 st Assistant to the SPD (new staff) Deputy Defender- Director of Training Deputy Defender- Dir. of Juv. Services Trial-Level Compliance Officer Juvenile Justice Compliance Officer
Support the development of criminal, juvenile and holistic advocacy clinics in law schools in Louisiana.	FY 11-15	Deputy Defender- Dir. of Juv. Services
Administer Louisiana's John R. Justice Grant Program to provide loan forgiveness to eligible public defenders and prosecutors in compliance with federal and state regulations.	FY 11-15	Director of Development Special Projects Advisor
Expand the LPDB Internship Program to include at least two investigator internships and two internships for students from law schools outside of Louisiana.	FY 12-15	1 st Assistant to the SPD (new staff) Deputy Defender- Director of Training Deputy Defender- Dir. of Juv. Services Special Projects Advisor
Conduct a public education/outreach campaign to the state's local bar associations to promote public defenders and the public defender service to the community.	FY 12-15	1 st Assistant to the SPD (new staff) State Public Defender Special Projects Advisor
Initiate high school level programs (in coordination with guidance counselor offices) in Louisiana high schools.	FY 12-15	1 st Assistant to the SPD (new staff) Deputy Defender- Dir. of Juv. Services Special Projects Advisor
Develop externship programs with all appropriate higher education institutions.	FY 13-15	1 st Assistant to the SPD (new staff) Deputy Defender- Director of Training Deputy Defender- Dir. of Juv. Services Special Projects Advisor
Engage LPDB staff and/or appropriate defenders to serve as faculty in law schools and institutions of higher learning in Louisiana.	FY 14-15	Deputy Defender- Director of Training Deputy Defender- Dir. of Juv. Services

Objective: Provide training on the changes to defense delivery and LPDB expectations when performance standards become effective through promulgation.

Strategy	Timeline	Team Members
Solicit feedback from the field and develop responsive state-wide training on new performance standards.	FY 12-15	Deputy Defender-Director of Training Deputy Defender-Dir. of Juv. Services ITM Officer
Consistently impose corrective action with non-compliance with promulgated LPDB standards/guidelines.	FY 12-15	Trial-Level Compliance Officer Juvenile Justice Compliance Officer

GOAL:

The LPDB leadership team will create an effective communications system that facilitates the exchange of meaningful information between the leadership team and stakeholders across the state.

Objective: Develop internal protocols that present a consistent message and efficient workstyle to stakeholders in Louisiana.

Strategy	Timeline	Team Members
Develop a meaningful vision statement.	FY 11	All LPDB Staff
Hire/Contract with a '1 st Assistant to the State Public Defender' to positively promote the work of LPDB to media outlets, social service providers, community leaders, the faith-based community, legal associations and other groups to raise public appreciation for the constitutional obligation to adequately resource the public defender system, both at the state agency, and in the districts. R.S. 152 (B)(6)	FY 11-13	State Public Defender General Counsel Executive Assistant to the SPD Administrative Coordinator Accountant
Supervise LPDB staff progress and divisions of labor per the LPDB Strategic Plan, addressing needs and correcting either staff work or the strategic plan, as necessary.	FY 11-15	1 st Assistant to the SPD (new staff)
Represent LPDB by attending all appropriate and relevant assigned meetings.	FY 11-15	1 st Assistant to the SPD (new staff)
Disseminate all surveys, requests for information, and other information from a single source.	FY 11-15	ITM Officer
Require all staff to submit weekly workplans for review and approval by the State Public Defender.	FY 11-15	1 st Assistant to the SPD (new staff)
Hold weekly staff meetings that provide an open and available opportunity to discuss workplans, duplication or any staff grievances.	FY 11-15	1 st Assistant to the SPD (new staff)
Provide opportunities for review and revision of the strategic plan with a formal 'signature of commitment' to work agreed upon by the collective group.	FY 11-15	1 st Assistant to the SPD (new staff)
Maintain both an external and internal 'Training and Events' calendar that is accessible and accurate.	FY 11-15	Deputy Defender- Director of Training Special Projects Advisor Executive Assistant to the SPD
Conduct annual and recurring media trainings for defenders in Louisiana.	FY 12-15	1 st Assistant to the SPD (new staff) Deputy Defender- Director of Training Special Projects Advisor

Objective: Increase the State Public Defender’s and Deputy Director-Director of Juvenile Services’ accessibility to stakeholders in Louisiana, including criminal justice agency heads, social service providers and local bar associations.

Strategy	Timeline	Team Members
In advance of every board meeting (at least 8 times/year by statute) produce a State Public Defender Report that advises the Board, practitioners and the public of advances in public defense in Louisiana by LPDB.	FY 11-15	1 st Assistant to the SPD (new staff) State Public Defender General Counsel
Represent Louisiana in parish, district, state and national criminal justice conferences, trainings and other opportunities.	FY 11-15	All Staff
Develop and maintain online and print materials that accurately reflect the agency and public defense system.	FY 11-15	Special Projects Advisor 1 st Assistant to the SPD (new staff) Deputy Defender- Director of Training General Counsel
Attend meetings of Children Youth and Planning Boards, Juvenile Justice Implementation Commission, School to Prison Pipeline Coalitions, JDAI sites, Models for Change sites and other relevant events/meetings in order to ensure appropriate exchange of information between LPDB, public defenders, stakeholders and service providers in the juvenile arena.	FY 11-15	Deputy Defender- Dir. of Juv. Services JIDAN Coordinator 1 st Assistant to the SPD (new staff)
Participate as an active member in the Louisiana State Bar Association Right to Counsel Committee.	FY 11-15	State Public Defender Deputy Defender- Dir. of Juv. Services 1 st Assistant to the SPD (new staff)
Undertake a meaningful public education campaign at institutions of higher learning, civic organizations, community groups and within the faith community.	FY 12-15	State Public Defender 1 st Assistant to the SPD (new staff) Special Projects Advisor

Objective: Strategically engage the LPDB Board of Directors in outreach, development and collaborative projects.

Strategy	Timeline	Team Members
Facilitate defender access to board members through e-newsletter features, “office hours”, advisory council participation, website information and other opportunities.	FY 11-15	1 st Assistant to the SPD (new staff) State Public Defender (SPD) Executive Assistant to the SPD Special Projects Advisor ITM Officer
Coordinate outreach events with board member participation.	FY 11-15	1 st Assistant to the SPD (new staff) State Public Defender (SPD) Executive Assistant to the SPD
Coordinate visits to adult prison facilities and juvenile	FY 12-15	1 st Assistant to the SPD (new staff)

detention centers with board members.		State Public Defender (SPD) Executive Assistant to the SPD Deputy Defender- Dir. of Juv. Services
Coordinate media outreach that involves board members.	FY 12-15	1 st Assistant to the SPD (new staff) State Public Defender SPD Executive Assistant to the SPD
Resource board member attendance at state and national criminal justice conferences and/or trainings.	FY 12-15	State Public Defender SPD Executive Assistant to the SPD

GOAL:

LPDB will develop, cultivate and support leaders in each district office that share and promote LPDB’s vision of standards-based, community oriented, data driven and client-centered legal representation, while respecting local variances in defense delivery mechanism.

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

Strategy	Timeline	Team Members
Provide and resource professional development opportunities to LPDB staff.	FY 11-15	State Public Defender
Utilize clients as faculty members to promote trust-based relationships.	FY 12-15	Deputy Defender- Director of Training
Cultivate a geographically diverse cadre of at least 15 local defender trainers to enhance the LPDB training program by promoting local commitment to shared values.	FY 12-15	Deputy Defender- Director of Training
Provide recurring, evolving cultural competency training to defender staff.	FY 12-15	Deputy Defender- Director of Training Deputy Defender- Dir. of Juv. Services Special Projects Advisor JIDAN Coordinator

Objective: Recruit and retain leaders in district offices and throughout the defense delivery system that share and promote LPDB’s vision of client-centered, community oriented legal representation.

Strategy	Timeline	Team Members
Replace all retiring/resigning District Defenders with persons who articulate and can demonstrate a commitment to the LPDB vision of defense delivery.	FY 11-15	LPDB Board of Directors State Public Defender Trial-Level compliance Officer

		Juvenile Justice Compliance Officer
Fully implement the board-adopted client complaint policy that encourages client feedback of public defense delivery.	FY 11-15	Trial-Level compliance Officer Juvenile Justice Compliance Officer
Coordinate District Defender (State Public Defender), Assistant Defender (Special Projects Advisor), and Juvenile Defender Advisory Councils (Deputy Defender-Dir. of Juv. Services) that are responsive to local needs in the field and promote cross-district learning.	FY 11-15	State Public Defender Special Projects Advisor Deputy Defender- Dir. of Juv. Services
Expand Advisory Councils (membership and perspective) as necessary.	FY 12-15	State Public Defender Special Projects Advisor
Develop a protocol to provide financial incentives for District Defenders who give up private practice, seek additional local funding, and admirably represent the values of LPDB.	FY 12-15	State Public Defender Board of Directors General Counsel Budget Committee of the Board
Create an LPDB event to recognize and celebrate District Defender leadership that admirably represents the values of LPDB.	FY 12-15	1 st Assistant to the SPD Director of Development Special Projects Advisor
Transition all programs receiving LPDB funds to performance based budgeting and utilize our budget to encourage offices demonstrating shared vision with LPDB.	FY 15-15	State Public Defender ITM Officer Budget Officer Budget Committee of the Board Director of Development

Objective: Provide resources (financial, human and technical) to support the transformation of public defenders to community defenders.

Strategy	Timeline	Team Members
Create a “community defender toolkit” to encourage district offices/programs to improve their model of practice.	FY 11	State Public Defender Special Projects Advisor
Create an ‘ExtraLegal Needs Assessment’ of pre-trial, incarcerated, public defender-appointed clients.	FY 11	Trial-Level Compliance Officer Special Projects Advisor
Procure funds, develop and maintain an online, statewide social service directory/database for all public defenders in Louisiana.	FY 11-15	Special Projects Advisor ITM Officer
Annually, implement the ‘ExtraLegal Needs Assessment’ in at least three districts through prison interviews conducted by LPDB staff, district staff and interns/other staff, and publish findings.	FY 12-15	LPDB Leadership Team
Contract with a lawyer-disposition advocate team to develop materials, do training and prepare district offices wishing to integrate a social worker into the	FY 13	State Public Defender Special Projects Advisor General Counsel

defense team to better provide community defense for their clients.		
Fund, over a pilot term, a minimum of three pilot offices, with previously demonstrated capacity and commitment, to implement Defender Services Programs.	FY 14	Deputy Defender- Director of Training Deputy Defender- Dir. of Juv. Services Trial-Level Compliance Officer Juvenile Justice Compliance Officer Special Projects Advisor
Submit an annual report on the community benefit and cost-effectiveness of the LPDB Defender Services Programs to the Louisiana Legislature.	FY 15	State Public Defender ITM Officer Special Projects Advisor

Objective: Uniformly, all staff at LPDB reflect and demonstrate through their work product the values expected of the district defenders offices/programs.

Strategy	Timeline	Team Members
LPDB staff will test new policies, if applicable and including time-keeping, within the agency before mandating them in the field.	FY 11-15	All LPDB staff
LPDB leadership will promote professional development opportunities and make resources available for staff to enhance their appreciation of criminal justice topics, the community defender model, and the needs of the client community.	FY 11-15	LPDB Leadership Team
LPDB staff will participate in the 'ExtraLegal Needs Assessment' and spend time in prison facilities supporting the district's efforts to make systemic changes in their local justice systems.	FY 11-15	All LPDB staff
All LPDB staff will complete the same 'Supervisor Evaluation' that is completed for District Defenders and will submit it to the LPDB Board.	FY 11-15	All LPDB staff
The State Public Defender will regularly evaluate all staff on an annual basis.	FY 11-15	State Public Defender
LPDB will provide an appropriate reception area for all visitors.	FY 11-15	1 st Assistant to the SPD (new staff) Special Projects Advisor
LPDB will recruit, empower and sustain a community advisory board.	FY 13-15	1 st Assistant to the SPD (new staff) Special Projects Advisor

Objective: Establish and supervise an appropriate performance evaluation program for District Defenders, attorneys and non-attorney staff members and contractors.

Strategy	Timeline	Team Members
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Develop a policy relating to performance reviews at the district/program level that escalate to request LPDB intervention.	FY 11	General Council Trial Compliance Officer Policy Committee of LPDB
Require that District Defenders perform at least annual reviews of all their staff (employee or contract, attorney and non-attorney), utilizing the performance assessment tool developed by LPDB in FY 11.	FY 12	State Public Defender General Counsel
Require that District Defenders provide and encourage their staff (employee or contract) to submit an annual 'Supervisor Evaluation' (developed by LPDB) of the District Defender to the LPDB Compliance Officers.	FY 12	State Public Defender Deputy Defender- Director of Training Deputy Defender- Dir. of Juv. Services

Part 7: Avoiding Duplication of Effort

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

- Contracting with a '1st Assistant to the State Public Defender' to coordinate workplans and monitor compliance with the LPDB Strategic Plan
- Development of clear job descriptions and revision of job descriptions, as necessary
- Development of an orientation program for LPDB staff
- Creation and circulation of an LPDB Employee Manual
- Quarterly reviews with Direct Supervisor (see organizational chart)
- Bi-annual reviews with State Public Defender
- Creation of an Agency Development Committee comprised of both LPDB board members and staff that regularly meets to discuss agency issues and possibilities for improvement
- Weekly full-staff and/or executive staff meetings that consistently provide the opportunity for staff to discuss current/ongoing projects
- Monthly meetings of the division heads
- Creating protocols that require all staff to create weekly work plans which outline all work and must be approved by the State Public Defender
- Creating protocols that require all staff to maintain regular timekeeping practices for review by the State Public Defender
- Maintenance of an up-to-date calendar of events/appointments/field visits that is accessible to all staff
- Annually, or more often as necessary, conduct a day-long, full-staff reevaluation of the LPDB 5-year Strategic Plan

Part 8: Performance Indicators for Each Objective

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

Input/Output	Singular, effective case management system including timekeeping / reduction in inaccuracy of data
Outcome	Accurate assessment of ethical caseload/workload limits, salary ranges and 'real cost' of public defense function
Efficiency	Appropriate state budgeting
Quality	Percentage of accuracy assessed through compliance/content audits

Objective: Implement reforms to improve the efficiency of the delivery of public defender services to maximize allocated resources.

Input/Output	Capacity to include Capital Case Coordinator / Additional executive-level staff specifically dedicated to supervise and significant portion of LPDB program budget
Outcome	Improvements in quality and efficiency of capital defense programs
Efficiency	Reduction in portion of state allocation due to reorganization
Quality	100% compliance with standardized, best-practices certification program

Input/Output	Capacity to include Director of Development / Increased amount of self-generated federal, state and local grant funds
Outcome	Increased resources for public defense function not borne by local tax revenue
Efficiency	Funds generated versus cost of Director of Development
Quality	Compliance with grant reporting requirements and eligibility for resubmission

Input/Output	Private bar participation / Increased number of cases assigned to qualified pro bono attorneys
Outcome	Increased number of clients served
Efficiency	Cost savings to system (state and local)
Quality	Increased training opportunities afforded private bar taking pro bono cases

Input/Output	Criminal justice policy review / Increased support for reclassification of certain crimes
Outcome	Reclassification of certain crimes
Efficiency	Reduction in pre-trial incarceration costs and collateral community consequences
Quality	Percentage in reduction of corrections costs

Input/Output	Performance-based budgeting / Increased number of districts receiving performance based awards
Outcome	Fair, financial recognition of efficient, effective programs at all levels
Efficiency	Increased resources for more effective programs
Quality	Increased approval of budget process by Budget Committee training and evaluation

Objective: Effectively maintain and expand the LPDB budget to ensure incremental budget increases until adequate resources exist to achieve ethical and professional caseload/workload compliance.

Input/Output	Outreach to policy makers / Number of policy maker meetings
Outcome	Number of policy makers advancing the reform vision of the 2007 Public Defender Act
Efficiency	Cost per visit
Quality	Increased policy maker support for adequate budget appropriation

Input/Output	Outreach campaign to social service and criminal justice stakeholders / Network of collaborative allies to support efficient, effective public defense services
Outcome	Increases in state appropriation up to required resources
Efficiency	Increased cost savings through collaborations reduce duplication since many public defender clients also utilize state-funded services in other areas
Quality	Increased programmatic collaboration towards uniting social service and criminal justice services, reduced recidivism rates

Objective: Improve the quality of public defense services for clients.

Input/Output	Contract for District Defender Services / Increased sign-rate for District Defender salary, scope of services and reporting requirements codified by contract
Outcome	100% compliance with all District Defenders
Efficiency	Standardized contract with formula for salary assessment and expected duties
Quality	Increase in ability to utilize contract to ensure compliance with LPDB policies and vision

Input/Output	Performance Guidelines and Standards for all levels of representation / Increased number of defenders aware, trained, and evaluated on the quality of representation relating to Performance Guidelines and Standards at all levels
Outcome	Number of levels of representation (capital, felony, appellate, juvenile, etc.) with promulgated Performance Guidelines and Standards
Efficiency	Processing time to draft, review, promulgate, publish and train
Quality	Guidelines and Standards' promulgation process feedback from all stakeholders and national experts

Objective: Protect the state's risk management interests.

Input/Output	Regular site visits of districts and programs / Number of changes in practice requested
Outcome	Increased support for defenders (all forms) and quality of services for clients
Efficiency	Reduction in practice reforms requested by LPDB over time
Quality	Increased compliance in follow-up visit reports

Input/Output	Standardized cross-district assessment protocol / Number of districts receiving positive reviews
Outcome	Number and identification of districts needing aggressive LPDB support
Efficiency	Processing time to make assessments and respond to assessment results
Quality	Consistent progress towards achieving the Legislature's constitutional obligation to provide for uniform quality of public defense services across the state, measured by percentage of districts

	receiving similar assessments
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Objective: Provide ongoing training to all data entry personnel in public defender offices in Louisiana.

Input/Output	Regional Data Entry Training Events / Number of data technicians served
Outcome	Increasing accuracy of data collection measures
Efficiency	Reduction in time and labor-sensitive individual training and troubleshooting
Quality	Increased (system-wide) data reporting accuracy (confirmed through compliance/data audits) Feedback from data entry personnel

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

Input/Output	Compliance/data audits accompanying all performance audits of district offices and programs / Number of districts with verified data accuracy
Outcome	Number of districts with reliably accurate data entry to meet LPDB policies and statutory requirements
Efficiency	Increased attention to districts with unreliable data
Quality	Percentage of districts achieving 90+% accuracy in district data reporting

Objective: Provide technical assessments, recommendations and support for defenders in Louisiana.

Input/Output	Technical needs and inventory surveys / Number of reports detailing outstanding technology needs
Outcome	Increased appropriation for technology
Efficiency	Number of offices employing standardized and necessary hardware and software
Quality	Increased responsiveness and accuracy of survey confirmed through compliance/data audits

Objective: Identify and procure enabling technology (hardware and software) for the LPDB board members and staff in compliance with state regulations.

Input/Output	Technical needs and inventory surveys / Number of reports on outstanding technology needs
Outcome	Increased appropriation for technology
Efficiency	Expedited communication with the field and implementation of all programmatic goals
Quality	Increased board member satisfaction with communication and programmatic performance

Objective: Facilitate, maintain and improve communication between the field and LPDB.

Input/Output	LPDB's website and internal e-newsletter viewership / Number of visitors accessing the site monthly and reading the e-newsletter (bimonthly)
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Outcome	Number of practitioners accessing and increasing communication with LPDB through website access and e-newsletter distribution
Efficiency	Cost for maintenance (assessed via viewership/readership)
Quality	Percentage of positive feedback related to all feedback

Input/Output	Number of appropriately managed list-serves for defenders / Number of participants making listserv submissions
Outcome	Number of exchanges of substantive legal advice or work product
Efficiency	Number of defenders served
Quality	Percentage increase in monthly and/or annual submissions

Objective: Facilitate, maintain and improve communication between LPDB and stakeholders.

Input/Output	LPDB website / Number of monthly content uploads
Outcome	Number of non-practitioners accessing and increasing communication with LPDB through website access
Efficiency	Cost for maintenance (assessed via viewership)
Quality	Percentage of positive feedback

Input/Output	Requests (internal and external) for communication through long-distance learning technology / Number of persons engaged (internal and external) through long-distance learning technology
Outcome	Increased accessibility to stakeholders in remote locations
Efficiency	Savings related to lack of physical travel
Quality	Percentage of users leaving positive feedback and reutilizing technology

Input/Output	Bi-annual newsletter to broad-based audience / Increased database for distribution
Outcome	Percentages of community leaders receiving regular communication about LPDB and public defense in Louisiana
Efficiency	Number of returned newsletters
Quality	Feedback to newsletters, Requests for subscription

Objective: Deliver annual recurring trainings for all public defender personnel that promote the core agency values, engage highly qualified and compelling faculty, address relevant issues in the field, continually respond to the needs of practitioners, and are well attended.

Input/Output	Comprehensive Trainings / Number of defenders trained
Outcome	Number of defender staff integrating training skills into improved quality of representation
Efficiency	Number of trainings filled to maximum capacity
Quality	Increased positive feedback from mandatory, anonymous evaluations from faculty and participants, Defender retention, Increased levels of defender supervision

Input/Output	National faculty required for training / Number of national faculty recruited for recurring
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	training at reduced fees
Outcome	Number of Louisiana defenders trained by nationally renown faculty
Efficiency	Cost savings (faculty fee reductions)
Quality	Mandatory, anonymous evaluations of faculty performance and impact

Objective: Facilitate every region or local district’s development and implementation of a regular training program for local staff (with appropriate attention paid to juvenile defender training).

Input/Output	Self-sustaining training programs in state / Number of district offices initiating new training programs
Outcome	Increased number of local-level training programs
Efficiency	Cost savings for local trainings by local faculty
Quality	Evaluations of District Defender training programs (reviewed by LPDB)

Objective: Provide training on the changes to defense delivery and LPDB expectations when performance standards become effective through promulgation.

Input/Output	Standards and guidelines trainings / Number of defenders trained on new standards and guidelines
Outcome	Reduction in number of trained defenders whose quality of representation is out of compliance with standards and guidelines
Efficiency	Number of defenders trained versus entire eligible defender population
Quality	On and off-site performance reviews by the District Defenders and LPDB Compliance Officers

Objective: Create and maintain the state’s principal repository for resources relating to the practice of criminal and juvenile law in the state of Louisiana.

Input/Output	LPDB library and online archive / Annual growth in number of materials in LPDB library and online archive
Outcome	Increased writ and motion practice in Louisiana courts
Efficiency	Assessed value of materials (one site versus piecemeal throughout the state with duplication)
Quality	Defender feedback and contribution to library and archive

Objective: Increase annual recruitment of both local and non-local law students into the public defender workforce in Louisiana, with special attention to recruitment of minority lawyers

Input/Output	Interns applying for participation in LPDB Internship Program / Number of qualifying interns accepted into LPDB Internship Program
Outcome	Increase in qualified applicants seeking internship opportunities
Efficiency	Number of hours directed into public service (quantified by dollars)
Quality	Increase in number and quality of applicants, Increase in number of former interns choosing

	employment in public defender offices/programs
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Input/Output	Externs applying for participation in LPDB Externship Program / Number of qualifying externs accepted into LPDB Externship Program
Outcome	Increase in qualified applicants seeking externship opportunities
Efficiency	Number of hours directed into public service (quantified by dollars)
Quality	Increase in number and quality of applicants, Increase in number of former externs choosing employment in public defender offices/programs

Input/Output	Outreach events LPDB attends to recruit new lawyers to employment / Number of new defenders attending Defender Training Institute (mandatory orientation for new defenders)
Outcome	Increased annual recruitment of new defenders to public defense system
Efficiency	Retention of new defenders after one year of service
Quality	Frequency of sustained communication between of Defender Training Institute participants

Objective: Develop internal protocols that present a consistent message and efficient workstyle to stakeholders in Louisiana.

Input/Output	Specific staff member dedicated to this objective / More realistic workload for State Public Defender
Outcome	Increased cooperation of LPDB staff working toward common goals
Efficiency	Reduction in duplication of effort
Quality	Compliance with LPDB strategic plan

Objective: Increase the State Public Defender's accessibility to stakeholders in Louisiana, including criminal justice agency heads, social service providers and local bar associations.

Input/Output	State Public Defender Outreach Meetings / Number of meetings with stakeholders that achieve specific objectives
Outcome	Increased network of allies to collaborate with public defender on community solutions
Efficiency	Increase in budget allocation / Increase in policy changes that maximize efficiency in the criminal justice system
Quality	Availability and diversity of allies advocating for public defender resources

Objective: Strategically engage the LPDB Board of Directors in outreach, development and collaborative projects.

Input/Output	Number of Board Members / Number of projects utilizing board members
Outcome	Increased engagement with the entities who appoint board members
Efficiency	Number of events per board member
Quality	Increased positive feedback and attendance of board members at LPDB events

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

Input/Output	Number of local defenders / Number of local defender-trainers
Outcome	Number of local defenders able to serve as faculty in LPDB trainings
Efficiency	Cost per training saved
Quality	Increased positive support from trainees for local faculty

Objective: Recruit and retain leaders in district offices and throughout the defense delivery system that share and promote LPDB’s vision of client-centered, community oriented, legal representation.

Input/Output	Number of advisory councils / Number of active members
Outcome	Number of exchanges of substantive feedback for LPDB
Efficiency	Number of defenders served
Quality	Percentage increase in monthly and/or annual participation Number of requests satisfied/implemented

Objective: Provide resources (financial, human and technical) to support the transformation of public defense delivery in Louisiana.

Input/Output	OPD Defender Services Program / Model “toolkit” for replication in other districts
Outcome	Number of programs appropriately staff in a community defender model of practice
Efficiency	Decrease in recidivism rate
Quality	Increase in positive feedback from defenders, clients and community policy makers

Objective: Establish and supervise an appropriate performance evaluation program for District Defenders, attorneys and non-attorney staff members and contractors.

Input/Output	Annual evaluation forms / Increased response rate to evaluations of all staff
Outcome	Number of students with at least annual performance reviews
Efficiency	Number of defenders providing written performance reports as satisfactory or above
Quality	Increased number of defenders delivering public defense services upon satisfactory review

Objective: Uniformly, all staff at LPDB reflect and demonstrate through their work product the values expected of the district defenders offices/programs.

Input/Output	Number of projects beta-tested at LPDB / Tested evaluation/modification of beta test
Outcome	Increased support for LPDB projects in the field
Efficiency	Number of programs voluntarily implementing programs

Quality	Percentage of positive feedback through various advisory councils
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Part 9: Statement of Support for Policies Helpful to Women and Families

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

LPDB 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.

LPDB 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.

LPDB 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.

LPDB permits the use of flexible time schedules for employees as approved by the supervisor and management.

Supplemental Materials (submitted in hard copy only):

- 1) Strategic Planning Checklist
- 2) Programmatic Organizational Chart
- 3) Staff Organizational Chart
- 4) Board of Directors (List of appointments, brief biographies)
- 5) 2007 Public Defender Act



VISION STATEMENT

The Louisiana Public Defender Board (LPDB), a recognized leader in the delivery of client-centered legal representation services, is a dynamic and engaged partner in local, state and national criminal and juvenile justice systems. LPDB and its public defender offices prevent wrongful conviction, protect due process and constitutional rights, increase public safety, promote fiscal responsibility, and support economic growth throughout Louisiana.



STATE OF LOUISIANA
PUBLIC DEFENDER BOARD

RESOLUTION

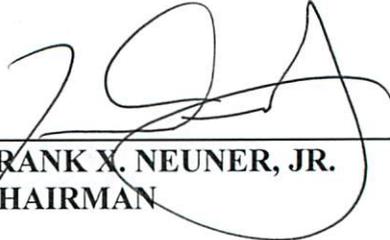
On the 24th day of August 2010, at a meeting of the Louisiana Public Defender Board, held in Lafayette, Louisiana, with a quorum of members present, the following business was conducted:

A discussion was had concerning Section 18.B.(1) of Act No. 11 of the 2010 Regular Session (i.e., the General Appropriations Act) which requires all transferring agencies (including the Louisiana Public Defender Board) to approve receiving entities' budgets before transferring state funds to the receiving entities. Considering that the financial needs of District Defenders and 501(c)(3) organizations that contract with the Board are great, the Board wishes to avoid unnecessary delay by requiring the Board to meet to approve budgets before transferring funds and wishes to delegate this authority to the State Public Defender.

In view of the foregoing, it was duly moved and seconded that the following resolution be adopted:

BE IT RESOLVED that Jean M. Faria, State Public Defender, is authorized, on the Board's behalf, to approve budgets of District Defenders and 501(c)(3) organizations that contract with the Board in order to ensure the Board's compliance with Section 18.B.(1) of Act No. 11 of the 2010 Regular Session (i.e., the General Appropriations Act) and to follow whatever guidance the State Public Defender and/or staff receive from the Louisiana Legislative Auditor in this regard.

I CERTIFY THAT the above and foregoing constitutes a true and correct copy of the resolution resulting from a meeting of the Louisiana Public Defender Board held on the 24th day of August 2010.



FRANK X. NEUNER, JR.
CHAIRMAN



STATE OF LOUISIANA
PUBLIC DEFENDER BOARD

RESOLUTION

On the 6th day of October 2010, at a meeting of the Louisiana Public Defender Board, held in Metairie, Louisiana, with a quorum of members present, the following business was conducted:

WHEREAS, as a result of reviewing calendar year 2009 Supreme Court case counts and annual local revenues reported by the District Defenders, it appears that a significant number of cases did not result in the assessment, collection and/or disbursement of the \$35 fee mandated by La. R.S. 15:168, resulting in millions of dollars of lost revenue to public defender offices statewide; and

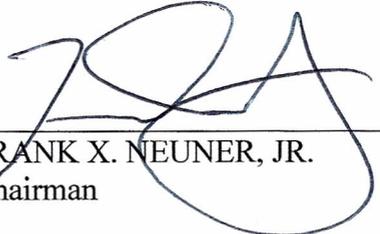
WHEREAS, the imposition, collection and/or disbursement of these funds are wholly beyond the control of the public defenders;

NOW, THEREFORE, in consideration of the foregoing, it was duly moved and seconded that the following resolution be adopted:

BE IT RESOLVED that, in view of the fragile financial state of Louisiana's public defense system, Jean M. Faria, State Public Defender, is authorized to take whatever action, including the institution of legal proceedings, that she deems necessary and/or appropriate on the Board's behalf, to ensure that District Defenders are receiving the monies to which they are entitled.

The above resolution was passed with one dissenting vote by those Board members present and voting at the meeting.

I CERTIFY THAT the above and foregoing constitutes a true and correct copy of the resolution resulting from a meeting of the Louisiana Public Defender Board held on the 6th Day of October, 2010.


FRANK X. NEUNER, JR.
Chairman



STATE OF LOUISIANA
PUBLIC DEFENDER BOARD

RESOLUTION

On the 14th day of December 2010, at a meeting of the Louisiana Public Defender Board, held in New Orleans, Louisiana, with a quorum of members present, the following business was conducted:

The Board received information from staff concerning:

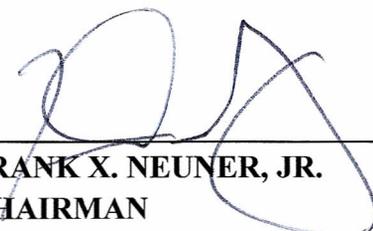
- Public defenders who also serve as prosecutors of a court within the same judicial district; and
- Situations that arose and/or potentially will arise if this practice continues.

After receiving the foregoing information, it was duly moved and seconded that the following resolution be adopted:

BE IT RESOLVED that all paid employees and independent contractors of a District Defender's Office, including, but not limited to the District Defender, are prohibited from serving as prosecutors in any court (e.g., district, parish, city, city-ward, ward, municipal, magistrate's, mayor's, traffic, and juvenile) within the judicial district(s) in which they perform public defender services.

The above resolution was passed unanimously by those board members present and voting at the meeting.

I CERTIFY THAT the above and foregoing constitutes a true and correct copy of the resolution resulting from a meeting of the Louisiana Public Defender Board held on the 14th day of December 2010.



FRANK X. NEUNER, JR.
CHAIRMAN



STATE OF LOUISIANA
PUBLIC DEFENDER BOARD

RESOLUTION

On the 14th day of December 2010, at a meeting of the Louisiana Public Defender Board, held in New Orleans, Louisiana, with a quorum of members present, the following business was conducted:

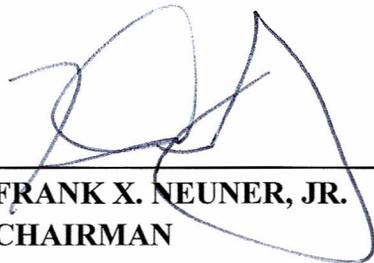
The Board received information from staff concerning the legislative intent behind the Public Defender Act of 2007, including fulfillment of the Louisiana Legislature's mandate under Article I, Section 13 of the Louisiana Constitution to provide "a uniform system for securing and compensating qualified counsel for indigents." Staff suggests that annual standardized leadership training is necessary and expresses concern that, unless attendance by District Defenders and Executive Directors of the 501(c)(3) contract programs is required at such leadership training, it will be difficult for the Board to establish a truly uniform system.

In view of the foregoing, it was duly moved and seconded that the following resolution be adopted:

BE IT RESOLVED that all District Defenders and Executive Directors of the 501(c)(3) programs with whom the Board contracts shall be required to attend the Board-sponsored Leadership Training program offered annually.

The above resolution was passed unanimously by those board members present and voting at the meeting.

I CERTIFY THAT the above and foregoing constitutes a true and correct copy of the resolution resulting from a meeting of the Louisiana Public Defender Board held on the 14th day of December 2010.



FRANK X. NEUNER, JR.
CHAIRMAN



STATE OF LOUISIANA
PUBLIC DEFENDER BOARD

RESOLUTION

On the 14th day of December 2010, at a meeting of the Louisiana Public Defender Board, held in New Orleans, Louisiana, with a quorum of members present, the following business was conducted:

The Board received information from the State Public Defender concerning the “collateral consequences” of convictions, including sex offender registration and residency requirements, loss of licenses, firearm possession bans, ineligibility for public housing or other benefits, the right to adopt or maintain other family relationships, deportation, and the loss of voting rights. The State Public Defender further explained the attention collateral consequences is attracting at the national level and described the potentially devastating effect that collateral consequences can have on indigent persons in Louisiana and across the nation.

Considering the foregoing, it was duly moved and seconded that the following resolution be adopted:

BE IT RESOLVED that the Board recognizes the need for indigent defendants to be informed of the collateral consequences associated with their plea negotiations and/or convictions.

BE IT FURTHER RESOLVED that the Board approves the collateral consequences brochure prepared by the Board’s staff.

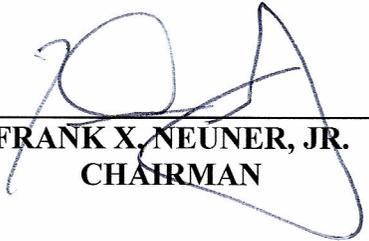
BE IT FURTHER RESOLVED that the Board authorizes the Board’s staff to disseminate the collateral consequences brochure to the District Defenders for distribution to their new clients at the beginning of representation and to their existing clients no later than the earlier of entering a plea or beginning plea negotiations.

BE IT FURTHER RESOLVED that, in order to allow District Defenders to take advantage of economies of scale in connection with printing costs, the Board’s staff is authorized to locate a low cost printer to print the collateral consequences brochure for District Defenders to purchase.

BE IT FURTHER RESOLVED that if a District Defender certifies that he or she does not have the funds to pay for the printing of the brochures he or she needs, the State Public Defender is authorized to make supplemental distributions to the affected District Defender to cover the cost of printing for that District Defender’s brochures.

The above resolution was passed unanimously by those Board members present and voting at the meeting.

I CERTIFY THAT the above and foregoing constitutes a true and correct copy of the resolution resulting from a meeting of the Louisiana Public Defender Board held on the 14th day of December 2010.



FRANK X. NEUNER, JR.
CHAIRMAN



State of Louisiana
Public Defender Board

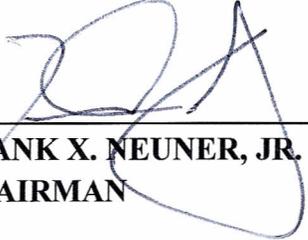
RESOLUTION

On the 14th day of December 2010, at a meeting of the Louisiana Public Defender Board, held in New Orleans, Louisiana, with a quorum of members present, the following business was conducted:

BE IT RESOLVED that any District Defender holding “Board-restricted” funds received from any of LPDB’s predecessor boards prior to August 15, 2007, may, upon giving written notice to the LPDB Budget Officer of the amount of such funds, consider those funds “unrestricted” and may use such funds to fulfill his or her lawful duties. “Written notice,” as used herein, means that the District Defender shall notify the Budget Officer by mail, e-mail or facsimile transmission prior to re-classifying such funds and, further, reflect the re-classification on the District Defender’s next monthly financial report to the LPDB.

The above resolution was passed unanimously by those board members present and voting at the meeting.

I CERTIFY THAT the above and foregoing constitutes a true and correct copy of the resolution resulting from a meeting of the Louisiana Public Defender Board held on the 14th day of December 2010.



FRANK X. NEUNER, JR.
CHAIRMAN

- The reason for “Board-restricted” and not just “restricted” is to ensure that statutorily restricted funds (I.e., CINC funds) are excluded.



State of Louisiana
Public Defender Board

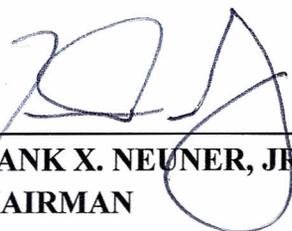
RESOLUTION

On the 14th day of December 2010, at a meeting of the Louisiana Public Defender Board, held in New Orleans, Louisiana, with a quorum of members present, the following business was conducted:

BE IT RESOLVED that, in recognition of La.R.S. 15:161(H)(2), which requires the Board to establish the salaries of each District Defender, no District Defender shall use funds from any source to supplement his or her salary.

The above resolution was passed unanimously by those board members present and voting at the meeting.

I CERTIFY THAT the above and foregoing constitutes a true and correct copy of the resolution resulting from a meeting of the Louisiana Public Defender Board held on the 14th day of December 2010.



FRANK X. NEUNER, JR.
CHAIRMAN



CORE VALUES/PHILOSOPHY

The core values of the Louisiana Public Defender Board are:

- The belief that access to justice shouldn't depend on how much money is in your pocket, or which side of the parish line you are arrested
- The belief that an emphasis on rehabilitation, opportunities for treatment, support services, and community-based programs should be the core values of the juvenile justice system's obligation to support the potential of children
- The belief that a strong public defender system improves the performance of all other criminal justice and social service systems, promoting public safety while protecting fundamental civil rights and liberties
- Compliance with the Louisiana and U.S. Constitutions guaranteeing a meaningful right to counsel
- Respect for all practitioners providing the admirable public service of delivering legal defense for indigent persons accused of crime
- Respect for the inherent dignity of all clients
- Promotion of policies that promote adherence to the canon of ethics and rules of professional conduct for lawyers
- Promotion of policies that support client-centered, community oriented defense delivery
- Equal dedication to all clients, regardless of charge or charge category (delinquency, misdemeanor, felony, capital appellate, post-conviction, FINS and/or CINC clients)
- Commitment to data-driven, evidence-supported best practices in public defense delivery
- Collaboration with other criminal justice agencies, social service providers and national partners
- Participation in local, state and national criminal justice research and policy-making

- The attainability of fairness in court proceedings and justice for defendants, victims and the Louisiana public
- Transparency in agency decision-making and programs
- Responsible distribution, supervision and regulation of all tax funds dedicated to public defense delivery
- Creation and maintenance of a positive work environment where workload is manageable, all staff are valued, innovation and creativity is encouraged, and leadership is demonstrated by example