DPD's Mission Statement

The King County Department of Public Defense represents indigent adults and children facing a loss of liberty. Our department is an independent voice that promotes justice and equity for our clients and advocates for their objectives, interests, and dignity.

Strategic Objective 1: Provide consistently high-quality representation to all of DPD's clients across all divisions and all case areas, thereby becoming a national model for public defense.		
Goals	**Initiatives/tactics**	**Milestones/targets**
1) Guidelines, developed in collaboration with staff, are in place for each practice area; the guidelines are flexible, in recognition of the fact that every client is unique, and sufficiently specific to allow for measurement and comparison.	a. Gather information and input from staff and outside experts about practice area guidelines.	i. Conduct ongoing meetings with supervisors and line staff in each practice area for input through 12/1/2020. ii. Research and evaluate practice area guidelines from other jurisdictions and bar associations by 12/1/2019
	b. Write/publish guidelines for each practice area at DPD.	i. Publish family defense practice guidelines by 10/1/2019. ii. Publish misdemeanor and felony practice guidelines by 2/1/2020. iii. Publish ITA practice guidelines by 8/1/2020. iv. Establish timelines for other case areas by 8/1/2020.
	c. Train on guidelines. Implement guidelines after training has been completed.	i. Train on misdemeanor and felony guidelines from 3/1/2020 to 12/31/2020. ii. Train on family defense practice guidelines from 11/1/2019 to 5/31/2020. iii. Train on ITA guidelines from 9/1/2020 to 3/1/2021. iv. Establish timelines for trainings in other case areas by 9/1/2020.
	d. Develop and roll out staff performance evaluation criteria that reinforce best practice guidelines and support equity and social justice in leadership and practice.	i. By 4/1/2021, propose annual evaluations that incorporate practice guidelines. ii. By 5/15/2021, implement these annual evaluations.

	e. Conduct regular meetings with managing attorneys, supervisors, and line staff to address issues with practice guidelines.	i. Incorporate issues of practice guidelines into weekly meetings with managing attorneys. ii. Meet monthly with supervisors to discuss guidelines. iii. Address and refine practice area guidelines as needed.
2) A case management system is in place that is efficient for all users and facilitates high-quality representation.	a. Collaborate with staff and KCIT to identify system requirements and develop / issue RFP to procure new case management system.	i. Develop RFP by 11/2019. ii. Issue RFP and procure new case management system by 4/2020.
	b. Develop training program for new system. Implement new system after training is completed.	i. New training program developed by 11/2020 ii. Training program launched by 12/2020. iii. Implement new case management system by 1/2021.
3) DPD's ongoing training program reinforces best practice guidelines, strengthens our team-based approach, and promotes innovation. It provides all staff with a solid base of consistent, high-level practice skills.	a. Develop infrastructure for strong training program that meets the stated objective and is responsive to staff needs.	i. Hire training coordinator by 3/15/2019. ii. Obtain ongoing input from staff on training topics to ensure relevance and quality. Have process in place by 10/15/2019. iii. Ensure policy area directors regularly attend trainings to ensure the trainings are high-quality and relevant. iv. Ensure policy area directors identify two experts per quarter to provide in-house CLEs beginning June 1, 2019.
	b. Create annual training curricula for each practice area.	i. Training curricula to be completed by 3/15/2021.
	c. Refine new attorney training program.	i. Complete program by 5/15/2020. ii. Make space available for limited number of attendees and small group leaders chosen by WDA
	d. Develop Rule 9 summer intern training program and establish continuing trainings	i. Complete by 5/5/2020.

		throughout internship period.	
	e. Provide coordination and funding to bring local and national subject matter experts in-house to provide training.	i. Create budget to pay for expert CLEs by 10/1/2019. ii. Develop process for attorneys to recommend experts to provide CLE presentations by 7/1/2019.
	f. Coordinate with WDA and other public defense organizations to leverage resources.	i. Meet monthly with WDA to schedule WDA provided CLEs at DPD. ii. Meet quarterly with WACDL to coordinate CLE presentations at DPD.
4) Key performance expectations for each job classification are in place that ensure high-quality client representation and that provide clarity to staff.	a. Collaborate with administrative staff to identify clear performance expectations for each admin job classification. b. Provide supervisor support and training so supervisors can better support their employees.	i. Pilot classification study for all administrative job classifications. Engage relevant staff and supervisors in the study. Complete by 12/31/2019. ii. Assess applicability of the classification study for other job classifications, and launch, if appropriate. 1/2020 iii. Hold monthly lunch-hour discussions with new supervisors to explore supervisory issues/challenges. Begin 4/2019. iv. Work with Dept of HR (DHR) on "leadership essentials" training. Determine plan/timeline for supervisor attendance by 9/2019. v. Establish and roll out plan for the Director's Office to provide supervisors with data regarding these measures. Target date: 6/1/2021. vi. Meet annually with managing attorneys and supervisors to discuss whether division has met performance measures and what support is needed to help division meet those measures. Target date: 4/2021.

Strategic Objective 2: Partner with the community to dismantle the systems that oppress our clients and advocate for pathways that will allow them to succeed. Where traditional systems

remain, use our community partnerships and expertise to make them less harmful and more restorative.		
Goals	**Initiative/tactics**	**Milestones/targets**

1. DPD identifies issues and policies that harm DPD clients.	a. Collaborate with staff and partners to develop protocols for determining DPD positions on policy issues.	i. Complete protocol by 10/1/2019. Protocol must:
		   o Develop a procedure for prioritizing issues.
		   o Recognize the importance of being nimble enough to respond to developing opportunities.
		   o Engage regularly with staff to identify recurring issues and issues otherwise difficult to litigate on behalf of individual clients.
		ii. Develop protocols for ensuring community input by 11/1/2019

2. DPD fights systemic issues in court that oppress our clients.	a. Litigate issues that harm DPD clients. b. File representative writs, appeals, motions for discretionary review, and other relevant litigation.	i. Develop a process for staff to request the DO to pursue representative writs and appeals that present significant policy or legal issues in-house. By 2/1/2020.
3. DPD works with community partners to reshape public debate and affect public policy on issues impacting clients.	a. Use media strategies and social media platforms to shape public debate and advocate on behalf of policy reforms. b. Work with partners to develop commentaries, videos, and podcasts that advance important issues for DPD's clients. c. Redesign website, making it visually stronger and more consistent with DPD's goals, advocacy, and interests. d. As needed, counter public statements, news stories, or editorials that advocate positions that are hurtful to DPD's client – via letters to the editor, DPD's blog, DPD's	i. Develop and publish a commentary every six months, co-authoring with partners as frequently as possible. ii. Complete one video or podcast that advances important issues for DPD's clients at least once in 2019. iii. Redesign website by 10/1/2019.

	website, Twitter, or other platforms.	
4. **DPD advocates for upstream investments in services and prevention and advocates for divestment from the criminal legal system and other systems that harm our clients.**	a. Support and partner with community-owned and/or community-based organizations to develop and implement divestment or diversion program proposals. b. Work to transfer funding from the criminal legal system to community organizations. c. Support initiatives that promote community alternatives and eliminate the use of incarceration. d. Support programs that invest in preventive services and allow children to remain at home, rather than legal interventions that separate families.	i. During 2021-2022 budget processes, staff will testify in city and county budget hearings. ii. During 2020 session, staff will take positions on legislation and travel to Olympia to testify. iii. In 2019, DPD will demand that community-based organizations are invited to participate as equals in city and county task forces and other initiatives in which DPD participates.

Strategic Objective 3: Recruit, support, and retain a highly skilled and diverse workforce and develop a respectful and inclusive workplace culture.

Goals	Initiative/tactics	Milestones/targets
1. **DPD's staff reflect a diversity of backgrounds, including education, race, gender, class, and life experience.**	For all staff: a. Identify and eliminate barriers to employment in the recruitment and selection process that have disparate/adverse impact for communities of color and women.	i. Strive for greater diversity by race, gender, and age on all interview panels.
	For attorney staff: a. Develop a predictable and standard annual recruitment plan that targets students committed to public defense from both local and national law schools. b. Cultivate relationships with minority bar associations and law student associations.	i. Finalize recruitment plan by 10/1/2019. ii. Hire training coordinator who will develop relationships with geographically diverse law schools and minority bar associations. iii. Attend at least three minority bar events each year, starting in 2019-2020. iv. Training Coordinator will facilitate DPD participation in local high

	c. Develop relationships with local educational programs, enhancing students' familiarity with public defense.	school and college law-related programs, including moot court competitions, starting in 2019-2020.
	For professional (non-attorney) staff: a. Build relationships with local educational institutions that have programs consistent with DPD's required skill base and mission. Focus on educational institutions that train paralegals, investigators, and social workers. b. Develop relationships with local educational programs, enhancing students' familiarity with public defense.	i. Identify area educational institutions that have such programs. Meet with at least three such program leads by 2/1/2020. ii. Develop externship program for investigators and paralegals by 1/1/2021. iii. Identify areas of growth and development for DPD's existing social work externship program, starting in 2019-2020.
2. A culture of mutual respect and support exists throughout the department, increasing retention.	a. Organize opportunities for staff members to engage with one another in work, training, and development arenas to develop networks of support and relationship and team building. b. Identify and promote activities and opportunities that will promote employee wellness.	i. Create one department-wide social event in 2019. ii. Create optional meetings for each job classification to share workplace experiences and strategies. iii. Survey staff about next Balanced You grant and apply for grant in 2019; develop a program accordingly. iv. Continue work on secondary trauma; develop resources to help staff cope with secondary trauma. v. Provide in-house sessions on other issues identified by staff as important to health and well-being. vi. Facilitate discussions to talk about and address inequities in the workplace. vii. Continue monthly newsletter, with profiles on staff and bios on new employees.

3.	**The Director's Office is organized in a way that best supports DPD staff in providing high-quality client representation.**	a. Director to propose a management team structure by May 1. b. Staff to provide feedback by June 1. Recruitment begins by late summer.	i. By 12/2019, all management positions are filled.
4.	**With support from Performance, Strategy & Budget, DPD examines and confirms that it is properly structured to minimize conflicts and maintain operational viability.**	a. Review caseloads and conflicts to determine optimal sizes of the case area units.	i. By mid-2020, make a decision about the size/number of ITA units. ii. By mid-2020, make a decision about the size/number of FD units. iii. By 2022, make a decision about the size/number of felony units. iv. By 2022, make decision about size/number of misdemeanor units.
5.	**The department advocates for a budget that provides for adequate staffing and more manageable workloads.**	a. Work with PSB and PDAB on staffing model that reflects workloads. b. Advocate for a budget that does not presume that attorneys will carry the maximum caseload. c. Examine data to determine if higher staffing levels are needed and advocate as appropriate.	i. Research alternative staffing models by 5/2020. ii. Data is continuously reviewed and updated to ensure quality. iii. Pilot new misdemeanor credit policy by 6/1/2019