

Commonwealth of Kentucky

# DEPARTMENT OF PUBLIC ADVOCACY

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## STRATEGIC PLAN 2016 – 2020

# STRATEGIC PLAN 2016 – 2020

## OUR MISSION: QUALITY REPRESENTATION OF OUR CLIENTS

Our mission is to provide high quality, client-centered legal representation to indigent persons of all ages, accused of crimes or facing a deprivation of liberty throughout the Commonwealth of Kentucky.

Our fulfillment of this mission is essential to the defense and protection of fundamental constitutional rights and the preservation of a fair and just criminal justice system.

As we fulfill this mission, we seek to address our clients' needs as members of our society. We passionately advocate for alternatives to costly incarceration and provide access to services which help to make clients more productive members of their communities, thereby saving costs, reducing recidivism, and making our communities safer.

## OUR VALUES



### CLIENTS

UNYIELDING  
COMMITMENT TO  
CLIENTS BY PASSIONATELY  
REPRESENTING THEM FROM  
ARREST THROUGH POST-  
CONVICTION



### QUALITY

EXPECTING THAT  
EVERYTHING WE DO  
WILL BE OF THE HIGHEST  
QUALITY



### INTEGRITY

TREATING OUR CLIENTS,  
EACH OTHER, AND OUR  
PROFESSION WITH  
INTEGRITY BY WORD AND  
DEED



### LIBERTY

SERVING WITH PASSION  
AND DEDICATION BY  
PROTECTING INDIVIDUAL  
FREEDOMS

### CONTINUING CHALLENGES AND THE VISION TO MEET THEM

The right to counsel stands above all other constitutional protections. "Of all the rights that an accused person has, the right to be represented by counsel is by far the most pervasive for it affects his ability to assert any other rights he may have." U.S. v. Cronic, 466 U.S. 648, 654 (1984). Despite the critical importance of the right to counsel, the Department continues to be chronically underfunded. This unmet need threatens the Department's ability to provide services to its clients and to the community as whole.

In order to better provide this essential representation, which guarantees due process and basic fairness under the law for all clients, the Department must:

- Increase the time local conflict lawyers can spend on representing clients in conflict cases by increasing compensation. These improvements were studied and recommended by the 2011 KBA Task Force on the Provision and Compensation of Conflict Counsel for Indigents. As of 2016, this goal remains unrealized.
- Establish defender attorney positions and compensation at sufficient levels to attract and retain high quality legal professionals. The 2015 KBA Task Force on Proper Compensation of Prosecutors and Public Defenders recommended providing an increase of 6.67% for prosecutor and public defender staff with an additional 16.33% increase phased in over the next biennium. As of 2016, this goal remains unrealized.
- Reduce the average workload of full-time public defenders to ensure that clients receive prompt and thorough representation. Caseload reductions will allow cases to be resolved faster with increased reliability and, in turn, will reduce the frustrations of victims, judges, and prosecutors. It will increase the public confidence in our criminal justice system, and it will save counties substantial funding spent on jails because the cases will proceed to conclusion sooner. As the Governor recognized in 2016, \$6.2 million is needed over the biennium to hire 44 defenders. By statutorily recognizing that legal representation of indigents accused of a crime is a necessary governmental expense, the Department will be able to reduce case assignments and ensure ethical workloads.
- Realign the 33 existing trial offices into 57 trial offices. Public defense will be provided more efficiently and effectively by matching the number of public defender offices with each judicial circuit and Commonwealth's Attorney office. This realignment will improve public safety, decrease travel, reduce workloads, and improve service to the courts and criminal justice system.

Clients will be served and cases will be resolved more efficiently, fully, and fairly by properly funding Kentucky's public defender system so that it can fulfill its essential constitutional role in the criminal justice system. Funding the defender system will result in reduction in overall costs in the system as well as more reliable outcomes in courts. This will improve both the safety and quality of life of citizens throughout the Commonwealth.

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## SERVING CLIENTS SERVES COMMUNITIES

The criminal justice system lies at the heart of community well-being. By better serving clients, the Department can better serve our communities. Kentucky's public defender system is nationally known for its pioneering and innovative work on behalf of clients. It leads the nation in providing high-quality training to all its attorneys and staff in order to provide quality representation to our clients. It also leads the fight against recidivism and has pioneered a truly rehabilitative approach to criminal justice by advocating alternatives to costly incarceration. Further, it protects the due process rights of our clients on appeal and diverts juveniles from involvement in the formal court system when better alternatives are possible. As a result, Kentucky's public defender system strengthens communities by ensuring proper results in the criminal justice system and the community as a whole.

There are substantial financial benefits to counties, the state, and Kentucky taxpayers when public defense systems are properly funded to provide quality representation to every client. Competent Public Defenders with manageable workloads and professional independence ensure that the rights guaranteed by our Constitution are protected and that no one's liberty is taken unless proven guilty. Public defenders lower costly incarceration rates for counties, the state, and Kentucky taxpayers by:

- **being present at first appearances and advocating for pretrial release;**
- **advocating for reduced sentences based on the facts of the case and state of the law;**
- **developing alternative sentencing options that avoid incarceration and provide individually based treatment;**
- **assisting clients upon adjudication with reentry needs including employment and housing;**
- **preventing expensive wrongful convictions.**

# Four Major 2016-2020 Goals to Improve the Department's Representation of Clients and to Add Value to the Services DPA Provides

a. Continue to support newly hired attorneys with four weeks of training



## 1. LITIGATE

### IMPROVE OUR LITIGATION ON BEHALF OF OUR CLIENTS

- a. Increase the rate of pretrial release for clients;
- b. Increase the use of alternative sentencing plans to reduce unnecessary incarceration of clients;
- c. Obtain helpful information for clients through discovery and investigation;
- d. Advocate for clients when they face fines, fees, and other related costs;
- e. Understand and litigate issues of forensic science;
- f. Improve juvenile representation;
- g. Seek instructions to jurors that advance the defense theory of the case;
- h. Understand and seek to limit collateral consequences of a criminal conviction that will negatively impact the lives of our clients;
- i. Litigate the suppression of unlawful evidence;
- j. Improve representation of those who the County seeks to involuntarily commit;
- k. Maximize representation at the preliminary hearings;
- l. Advocate for the client at sentencing according to national performance standards; and
- m. Advance expungement of convictions.

## 2. SUPPORT

### IMPROVE OUR COLLABORATION AND COMMUNICATION WITHIN THE AGENCY

- a. Cultivate a culture of leadership by providing opportunities for staff to share knowledge and offer support for each other;
- b. Continue to develop the incident response strategy to enhance safety of our staff and clients by fine tuning agency protocols, increasing data collection, and establishing the public advocate special investigator position with safety administration and investigation duties;
- c. Explore improvement of staff's connectivity in the field and courtrooms;
- d. Continue to improve our case management system;
- e. Ensure the security of confidential data; and
- f. Continue to improve inter-divisional collaboration through training, case reviews, distance learning, and written communication.





## 3. TRAIN

ENHANCE ACCESS FOR ALL STAFF TO TRAINING AND RESOURCES AT THE NATIONAL, LOCAL, AND AGENCY LEVEL

- a. Continue to support newly hired attorneys with four weeks of hands-on training focused on the major areas of criminal law, including juvenile law, district court, circuit court, and litigation skills;
- b. Improve access to training for all conflict attorneys;
- c. Continue to use new technologies to provide distance learning and online resources to all staff and contractors;
- d. Provide increased training opportunities for support staff;
- e. Evaluate and continue to improve training related to juvenile practice; and
- f. Incorporate issues of difference, implicit bias, and diversity into all training.



## 4. ENGAGE

ENGAGE COMMUNITY AND STATEWIDE LEADERS AND STAKEHOLDERS TO IDENTIFY OUR MUTUAL INTERESTS IMPACTING OUR CLIENTS, IMPROVE AND REFORM THE CRIMINAL JUSTICE SYSTEM, AND DEMONSTRATE THE VALUE WE PROVIDE AS AN AGENCY TO THE STATE AND OUR COMMUNITIES

- a. Strive to increase the diversity of DPA staff to better meet the needs of our clients by:
  - i. Continuing to recruit for diversity;
  - ii. Continuing to partner with the Kentucky Bar Association and others to broaden the pool of candidates for all job positions; and
  - iii. Develop training and litigation resources to address issue of implicit bias in the criminal justice system.
- b. Explore incorporating community-based outreach programs and fostering approaches such as Participatory Defense in our communities;
- c. Continue to be an active partner in the criminal justice system statewide and in local communities;
- d. Improve the quality of our online resources to provide vital information to our clients, policy makers, and the public;
- e. Provide the community with training and resources for seeking expungement and reentry;
- f. Continue to educate criminal justice leaders on our public value; and
- g. Continue to work with allies to advance a fairer criminal justice system.

## **METHODS AND STRATEGIES**

### **1. LITIGATE: IMPROVE OUR LITIGATION ON BEHALF OF OUR CLIENTS.**

#### **a. INCREASE RATE OF PRETRIAL RELEASE FOR CLIENTS**

Continue nationally recognized efforts to be present the first time a client sees a judge, seek appointment of the Department prior to any pretrial release decision, and vigorously advocate for the constitutional right to pretrial release for our clients who are presumed innocent. Ensure full implementation of KY Supreme Court Administrative Order 2015-24 (December 2, 2015), nonfinancial uniform schedule of bail administrative release program. We strive always to remember that clients who are granted pretrial release enjoy better case outcomes and are better able to maintain employment, housing, and support their families. Conversely, clients who remain incarcerated during the pretrial period are four times more likely to be sentenced to jail, and three times more likely to be sentenced to prison, which results in increased jail costs to counties.

#### **b. INCREASE ALTERNATIVE SENTENCES FOR CLIENTS**

Increase our nationally recognized use of alternative sentencing workers (ASW) to work with juvenile clients and clients who have a substance use disorder, mental illness, or intellectual disability. By helping clients to develop an individualized community based treatment plan, courts are given more options for sanctions, rehabilitation, and reentry with the knowledge that every dollar spent on the ASW Program yields a \$5.66 return on investment by reducing incarceration costs.

#### **c. OBTAIN HELPFUL INFORMATION FOR CLIENTS THROUGH DISCOVERY AND INVESTIGATION**

Obtain full and timely discovery, as required by the Kentucky and United States Constitutions, the Supreme Court Rules of Criminal Procedure, and the Rules of Professional Conduct. These rules require production of favorable evidence regardless of subjective beliefs of materiality. This required discovery procedure advances the proper functioning of our criminal justice system. These requirements must also be recognized in the context of Rocket Dockets, which provide an opportunity for our clients to access needed treatment quickly, yet pose a significant threat because lack of investigation and a truncated discovery process could lead to wrongful convictions and constitutional violations.

#### **d. ADVOCATE FOR CLIENTS WHEN THEY FACE FINES, FEES, AND OTHER RELATED COSTS**

Improve advocacy for our clients who face fines, fees, and other related costs to ensure that courts fulfill their constitutional responsibility to affirmatively find that a person has an ability to pay fines before depriving them of liberty for non-payment. We advocate with the knowledge that our clients often struggle to complete their encounter with the criminal justice system due to ongoing debt caused by fines and fees. We ensure that the burden of proving an individual's ability to pay is placed upon the state. DPA advocates against the use of contempt of court for nonpayment, as it is not an appropriate method to collect fines, fees, or court costs. We argue law that states payment of fines may not be made a condition of probation, without regard to a person's ability to pay. We passionately represent clients with the knowledge that incarcerating individuals solely because of their inability to pay for their release, whether through the payment of fines, fees, or a cash bond, violates the Equal Protection Clause of the Fourteenth Amendment. See *Tate v. Short*, 401 U.S. 395, 398 (1971); *Williams v. Illinois*, 399 U.S. 235, 240-41 (1970); *Smith v. Bennett*, 365 U.S. 708, 709 (1961).

**e. UNDERSTAND AND LITIGATE FORENSIC ISSUES WHEN NECESSARY**

Improve litigation on the use of forensic sciences by providing up-to-date training on developing sciences, with a focus on its admissibility under well-established reliability standards and discovery requirements. Encourage collaboration between members of the Department to challenge faulty sciences being utilized in criminal prosecutions.

**f. IMPROVE JUVENILE REPRESENTATION**

Improve our representation of our juvenile clients advocating for the client's expressed interests after advice and counsel to the child on options by making skilled inquiry into the facts. Ensure that all juvenile clients receive the process due to them by advocating for them under the law and aggressively challenging transfers to adult court. Seek individualized, scientifically based treatment for every juvenile client in need of such services. Continue to participate in diversionary programs that help to reduce time in custody, including the Family Accountability, Intervention and Response Teams. Advocate against long prison sentences for youth under *Miller-Montgomery*. See, *Miller v. Alabama*, 567 U.S. \_\_\_\_, 132 S.Ct 2455 (2012), *Montgomery v. Louisiana*, 577 U.S. \_\_\_\_, 136 S.Ct. 718 (2016), *Veal v. State*, 784 S.E.2d 403 (2016); *State v. Lyle*, 854 N.W.2d 378, 381,401 (Iowa 2014); *State v. Ragland*, 836 N.W.2d 107, 110-111 (Iowa 2013); Betsy Wilson & Amanda Myers, "Accepting Miller's Invitation: Conducting a Capital-Style Mitigation Investigation in Juvenile-Life-Without-Parole Cases," CHAMPION, Apr. 2014, at 18.

**g. SEEK INSTRUCTIONS THAT ADVANCE THE DEFENSE THEORY OF THE CASE**

Seek proper instructions to jurors that advance the defense theory of the case; knowing that instructions from the judge strongly influence the decision-making of jurors. Argue the proper supporting authority for instructions to jurors, preserving any error for full appellate review.

**h. UNDERSTAND AND SEEK TO LIMIT COLLATERAL CONSEQUENCES TO CLIENT**

Make it a part of routine practice to conduct thorough interviews of all clients, inquiring into all aspects of their lives that could be affected by a conviction. Keeping in mind the unique needs of each client, research potential collateral consequences of a criminal conviction. Conduct plea negotiations in a manner that considers collateral consequences that could negatively impact the life of each client. Take collateral consequences into account when discussing the decision to go to trial with clients.

**i. LITIGATE THE SUPPRESSION OF UNLAWFUL EVIDENCE**

File motions and conduct evidentiary hearings with appropriate expert assistance whenever there is a good faith reason to believe that evidence should be suppressed. Litigate all cases with the knowledge that even if evidence is not ultimately suppressed, the process of filing the appropriate motions and conducting a suppression hearing could result in an improved trial outcome or plea negotiations.

**j. IMPROVE REPRESENTATION OF THOSE WHO THE COUNTY SEEKS TO INVOLUNTARILY COMMIT**

Improve our representation of our KRS 202A clients by advocating for the client's expressed interests after advice and counsel to the client on options by making skilled inquiry into the facts, ensuring they receive the process due to them, advocating for them under the law, seeking funding for and implementation of the most practical, Kentucky-proven method, of addressing violence by persons with

mental illness, arguing for intensive case management programs in the community when the client prefers that outcome. See Joel A. Dvoskin, Ph.D., Henry J. Steadman, Ph.D., “Using Intensive Case Management to Reduce Violence by Mentally Ill Persons in the Community” (1994).

#### **k. MAXIMIZE REPRESENTATION AT PRELIMINARY HEARINGS**

Improve advocacy at the preliminary hearing to maximize testing of probable cause, seek reduced bail, increase understanding of the evidence, educate the client as to the nature and extent of evidence, and to advance trial advocacy and plea negotiations. Conduct hearings with the understanding that probable cause is a fluid concept turning on the assessment of probabilities in particular factual contexts, not readily, or even usefully, reduced to a neat set of legal rules. Passionately represent clients with an understanding of *Coleman v. Alabama*, 399 U.S. 1, 9 (1970), which characterizes the role of counsel at a preliminary hearing as “... [a] guiding hand” that is “essential to protect the indigent accused against an erroneous or improper prosecution.” Honor this responsibility by: 1) performing a “skilled examination and cross-examination of witnesses” in an effort to “expose fatal weaknesses in the State’s case” that may lead to a finding of no probable cause; 2) perform a “skilled interrogation of witnesses” that can later be used as a “vital impeachment tool for use in cross-examination of the State’s witnesses at the trial, or preserve testimony favorable to the accused of a witness who does not appear at the trial”; 3) “effectively discover the case the State has against his client and make possible the preparation of a proper defense to meet that case at the trial.”; and 4) “make effective arguments for the accused on such matters as the necessity for an early psychiatric examination or bail.”

#### **l. ADVOCATE FOR THE CLIENT AT SENTENCING ACCORDING TO NATIONAL PERFORMANCE STANDARDS**

Present an individualized sentencing plan with information of the defendant’s background and circumstances of the offense that are mitigating and favorable to the defendant. Adhere to relevant national guidelines which recommend that “[d]efense counsel should gather and submit to the presentence officers, prosecution, and court as much mitigating information relevant to sentencing as reasonably possible; and in an appropriate case, with the consent of the accused, counsel should suggest alternative programs of service or rehabilitation or other non-imprisonment options, based on defense counsel’s exploration of employment, educational, and other opportunities made available by community services.” American Bar Association Standards for Criminal Justice: Sentencing, (3d ed. 1994). Advocate for clients at sentencing with the knowledge that “[a]side from the welcome resolution of a case by outright dismissal or acquittal, no single point in a criminal case is more consequential than sentencing.” *Id.*, Commentary to Guideline 8.1.

#### **m. ADVANCE EXPUNGEMENT OF CONVICTIONS**

Advance expungement of convictions by providing assistance to indigent clients who are eligible for expungement, assisting in training the public on how to seek their own expungements, and working with partners in the criminal justice community to provide pro bono assistance to indigent individuals in need of expungement. Seek waiver of fines and fees associated with expungement when representing clients who are indigent so that financial constraints are not a barrier to justice. With the direction and guidance of the Public Advocate, each directing attorney authors an op-ed focusing on expungement and criminal justice reform to better inform the public and legal community on the importance of expungement.

## 2. SUPPORT: IMPROVE OUR LITIGATION ON BEHALF OF OUR CLIENTS.

GOALS	STRATEGY	MEASUREMENT
<p>A. Support the cultivation of a culture of leadership by providing opportunities for staff to share knowledge and offer support for each other</p>	<p>Viewing Leadership as part of the job for all staff is encouraged at all training events</p> <p>Opportunities are created for all staff to participate in workgroups and committees from the office to agency level</p> <p>All staff have the opportunity to receive training in education and coaching skills</p> <p>Staff developed and offered opportunities to present and coach at training opportunities from office to agency level</p>	<p>Each year provide the following training sessions</p> <ul style="list-style-type: none"> <li>• Train the Trainer</li> <li>• Client Centered Leadership</li> <li>• New Supervisor Education</li> </ul> <p>At least 10% of trainers and coaches are first time in that role</p> <p>At least 20% of authors of Advocate articles and posts are first time in that role</p>
<p>B. Continue to develop the incident response strategy to enhance safety of our staff and clients</p>	<p>Develop agency protocols Increase data collection</p> <p>Create appropriate policies</p> <p>Develop training curriculum</p>	<p>Establish the PASI position with safety administration and investigation duties</p> <p>Training provided to all staff and incorporated into orientation</p>
<p>C. Explore improvement of staff's connectivity in the field and courtrooms</p>	<p>Allow Attorneys, Investigators, Mitigation Specs and Alternative Sentencing Workers to access client cases, JustWare and resources outside the office in a reliable and consistent manner</p>	<p>Completed IT testing for available mobile devices and mobile internet connections</p> <p>Complete agreement with AOC/KaCo to expand Wi-Fi in courthouses</p> <p>Mobile JustWare App expanded and installed statewide</p> <p>Mobile devices with JustWare operating in courts in all regions of DPA</p>
<p>D. Continue to improve our case management system</p>	<p>Continue to upgrade JustWare and enhance its functionality with new products to allow collaboration with prosecutors and outside entities</p> <p>Mobile JustWare App expanded and installed statewide</p>	<p>Discovery Sharing purchased and configured to uniformly host statewide sharing tool with Prosecutors and outside experts/clients.</p> <p>Agreement in place with key prosecutors or PAC to test discovery sharing tool and have successful discovery sharing occurring in each region of DPA</p>
<p>E. Ensure the security of confidential data</p>	<p>Maintain DPA independence of data in a secure confidential reliable environment</p>	<p>Maintain segregation of IT systems and data from other Justice Cabinet agencies and continue to remain separate from statewide initiative until determined independence is preserved</p>

F. Continue to improve inter-divisional collaboration through training, case reviews, distance learning and written communication	<p>Create opportunities for collaboration in design and implementation of training</p> <p>Case Reviews include members of other divisions and conflict contractors when appropriate</p>	<p>Joint presentations by members of different branches at a majority of training events</p> <p>Inter-divisional joint representation of clients in active cases when appropriate</p>
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### 3. TRAIN: ENHANCE ACCESS FOR ALL STAFF TO IN PERSON AND REMOTE TRAINING AND RESOURCES AT LOCAL AND AGENCY LEVEL.

GOALS	STRATEGY	MEASUREMENT
A. Improve access to training for all conflict attorneys	Viewing Leadership as part of the job Utilize BJA grant to provide more training and support for contract attorneys	<p>Conflict attorneys invited to all attorney training events</p> <p>Conflict attorney specific 2 day training events held in 2016 and 2017</p> <p>Case reviews and support as described in the BJA grant conducted</p>
B. Continue to use new technologies to provide distance learning and online resources to all staff and contractors	<p>Continue to develop The Trumpet and participate in the growth of MyGideon.org</p> <p>Continue to promote the value of use of these materials</p>	<p>New video on use of online resources created and distributed by 8/1/16</p> <p>Use of MyGideon by Kentucky users increase at least 10% per calendar year as measured by Google Analytics</p>
C. Provide increased training opportunities for support staff	<p>Continue to provide access to webinars aimed at all job types</p> <p>Continue to invite support staff to relevant training events</p> <p>Needs assessments conducted and workgroup created to develop curriculum specific to the job function</p>	<p>Conduct Support State training event in fall of 2016 and 2018</p> <p>Certificate of completion for online training form created and incorporated into performance evaluation process</p>
D. Evaluate and continue to improve training related to juvenile practice	<p>Utilize BJA grant to evaluate needs in juvenile practice</p> <p>Trainers developed through JTIP Conference work to develop curriculum based on JTIP and findings of BJA grant</p>	<p>Conduct Support State training event in fall of 2016 and 2018</p> <p>Certificate of completion for online training form created and incorporated into performance evaluation process</p>
E. Incorporate issues of difference, implicit bias, and diversity into all training	Provide sessions on implicit bias for all staff through orientation. Continue to incorporate implicit bias into case problems for other training	Implicit Bias Awareness incorporated into all multiple day training events in case problems and relevant sessions

## 4. ENGAGE: ENGAGE THE COMMUNITIES AND IDENTIFY MUTUAL INTERESTS IMPACTING DPA CLIENTS TO IMPROVE THE QUALITY OF REPRESENTATION WHILE DEMONSTRATING

GOALS	STRATEGY	MEASUREMENT
<p>A. Strive to increase the diversity of DPA staff to better meet the needs of our clients</p> <ul style="list-style-type: none"> <li>• Continue to recruit for diversity</li> <li>• Continue to partner with the Kentucky Bar Association and others to broaden the pool of candidates for all job positions</li> <li>• Develop training and litigation resources to address issue of implicit bias in the criminal justice system</li> <li>• Find and develop additional partners and allies</li> </ul>	<p>Work with local law schools on initiatives to increase diversity in their enrollment and opportunities within DPA</p> <p>Continue work with KBA Diversity Committees to grow diversity of the Kentucky bar with programs from high school through law school and into the practice of law</p> <p>Collaborate with Personnel Cabinet to both broaden the pool of applicants, increase attractiveness of agency to candidates and reduce delays</p>	<p>Demonstrate increase in diverse staff in EEOC reports and through improved mutual communications</p> <p>At least 10 staff attend KBA 2017 Diversity Summit in Lexington</p> <p>Implicit Bias Awareness incorporated into all multiple day training events in case problems and relevant sessions</p> <p>Implement new strategies working with the Personnel Cabinet reduce obstacles for hiring candidates</p>
<p>B. Explore incorporating community-based outreach programs and fostering approaches such as Participatory Defense in our communities</p>	<p>Continue outreach by local offices to their communities</p>	<p>Each region has at least one community outreach initiative</p>
<p>C. Continue to be an active partner in the criminal justice system statewide and in local communities</p>	<p>Support existing partnerships and create new partners</p>	<p>Demonstrate increase in diverse staff in EEOC reports and through improved mutual communications</p> <p>At least 10 staff attend KBA 2017 Diversity Summit in Lexington</p> <p>Implicit Bias Awareness incorporated into all multiple day training events in case problems and relevant session</p> <p>Implement new strategies working with the Personnel Cabinet reduce obstacles for hiring candidates</p>
<p>B. Explore incorporating community-based outreach programs and fostering approaches such as Participatory Defense in our communities</p>	<p>Continue outreach by local offices to their communities</p>	<p>DPA continues to be involved in partnerships for the benefit of our clients by providing commentary and support to policymakers and legislators</p>
<p>D. Improve the quality of our online resources to provide vital information to our clients, policy makers and the public</p>	<p>Complete new version of dpa.ky.gov</p> <p>Continue use of social media to provide information</p>	<p>Client resource page active by 12/1/16</p>
<p>E. Provide the community with training and resources for seeking expungement</p>	<p>Create resource page on new version of dpa.ky.gov</p> <p>Work with Yale Fellow to create public forums across the state</p>	<p>Resource page active by 7/1/16</p> <p>At least 20 forums conducted by 9/1/16</p>

<p>F. Continue to Educate Criminal Justice Leaders on our Public Value</p>	<p>Directing attorneys will continue to meet with members of their practice communities to share issues impacting the public defense community, and sharing data that displays that a healthy public defender system will improve lives, save money, and make communities safer</p>	<p>Each Directing Attorney, with the assistance and direction of the Public Advocate, will draft an op-ed in their region on expungement and criminal justice reform</p>
<p>G. Continue to work with allies to advance a fairer criminal justice system</p>	<p>Directing attorneys and regional managers will advance the work of the criminal Justice Policy Assessment Council by working with allies within their regions to advance criminal justice reform. They will focus on areas of: unsustainable growth of adult correctional facilities, smart on crime reasons for revising the penal code including reform in probation and parole, removal of barriers to re-entry, recidivism reducing strategies, and reform in drug policy</p>	<p>Monitor legislative advocacy</p> <p>Continue collaboration with other groups associated with the criminal justice system</p> <p>Advertising benefits of the public defense system through local office participation in working with allies</p> <p>Update of website and other outward facing media</p>

## VALUES



**CLIENTS**

UNYIELDING COMMITMENT TO CLIENTS BY PASSIONATELY REPRESENTING THEM FROM ARREST THROUGH POST-CONVICTION



**QUALITY**

EXPECTING THAT EVERYTHING WE DO WILL BE OF THE HIGHEST QUALITY



**INTEGRITY**

TREATING OUR CLIENTS, EACH OTHER, AND OUR PROFESSION WITH INTEGRITY BY WORD AND DEED



**LIBERTY**

SERVING WITH PASSION AND DEDICATION BY PROTECTING INDIVIDUAL FREEDOMS

## MISSION

**DEPARTMENT OF PUBLIC ADVOCACY**



**QUALITY REPRESENTATION OF OUR CLIENTS**

TO PROVIDE HIGH QUALITY, CLIENT-CENTERED LEGAL REPRESENTATION TO INDIGENT PERSONS OF ALL AGES, ACCUSED OF CRIMES OR FACING A DEPRIVATION OF LIBERTY THROUGHOUT THE COMMONWEALTH OF KENTUCKY.

## GOALS



**LITIGATE**

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**SUPPORT**

IMPROVE OUR COLLABORATION AND COMMUNICATION WITHIN THE AGENCY



**TRAIN**

ENHANCE ACCESS FOR ALL STAFF TO TRAINING AND RESOURCES AT THE NATIONAL, LOCAL, AND AGENCY LEVEL



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