

ANALYSIS

Public Defense Services Commission HB 5030 (2021) Reorganization

Analyst: John Borden

Request: Acknowledge receipt of the report.

Analysis: The budget report for HB 5536 (2021), the primary budget measure for the Public Defense Services Commission (PDSC), included the following budget note:

The Public Defense Services Commission is directed to report to the Joint Committee on Ways and Means during the Legislative Session in 2022, and quarterly thereafter to the Legislative Emergency Board, on the Commission's restructuring and modernization efforts. The release of special purpose appropriation to the Commission is contingent upon the Commission's satisfactory progress, as determined by the Legislature and/or the Legislative Emergency Board, in executing the Legislative direction in HB 5030 budget report, and as related to Legislative expectations regarding the restructuring, modernization, financial controls, quality management, performance metrics, and governance of the agency. Reporting is to also include, but is not limited to, updated caseload and financial forecasts; procurement activities, including contract amendments and the alignment of contracting with the biennial budget process as well as the separation of adult criminal and juvenile trial-level contracts; and human resources activities, including the hiring of positions, staff turnover, unbudgeted position actions, compensation plan changes, and staff morale.

PDSC has chosen to report separately on the agency's reorganization effort and has also has submitted a second report on agency's financial update for the 2021-23 biennium. Both reports were submitted to the Public Defense Services Commission at the January 2022 commission meeting. Neither report provides the requested information related to: caseload and financial forecasts; procurement activities, including contract amendments and the alignment of contracting with the biennial budget process as well as the separation of adult criminal and juvenile trial-level contracts; and human resources activities, including the hiring of positions, staff turnover, unbudgeted position actions, and staff morale.

Background

The genesis of the budget note was the Legislature's desire to be keep apprised of PDSC's efforts to restructure and modernization the agency due to the number of systemic issues identified with the agency's governance, operations, financial management, budget and out of concern for the effective delivery of state public defense services.

The 2021-23 legislatively adopted budget for PDSC includes a holdback of funding in the amount of \$100 million General Fund, which is placed in a special purpose appropriation (SPA) to the Emergency Board. The SPA is related exclusively to the agency's current service level funding and no provision was made for enhanced programmatic funding. The SPA reduced only select appropriations so as to not impede PDSC's modernization efforts. The release of the holdback is contingent upon the Commission's satisfactory progress, as determined by the Legislature and/or the Legislative

Emergency Board, in executing Legislative expectations regarding the restructuring, modernization, financial controls, quality management, performance metrics, and governance of the agency.

Agency Report

PDSC's report to be qualified, as it was not developed by the agency, but prepared by the agency's contractor. The report does, however, underscore the number of significant issues and challenges that exist within PDSC from governance, to differing perceptions of culture, to low employee morale and high turnover, to employee's perceived lack of trust and understanding within the agency, to a lack of policies, processes and procedures, to inconsistent internal and external communications, and to inconsistent stakeholder engagement and feedback.

While the report's emphasis is primarily on process improvement, the issues facing PDSC are far more systematic in nature and will require governance and leadership efforts that extend well beyond process. The report's three pages dedicated to an agency risk assessment, which requiring additional work to complete, is a key starting point for the agency.

The report could have been strengthened with a matrix identifying a prioritization of the problems faced by the agency, the range of potential solutions, the desired or optional outcomes, associated best practices, and a recommended solution.

Recommendation: The Legislative Fiscal Office recommends acknowledging receipt of the report.



Oregon

Public Defense Services Commission

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January 14, 2022

The Honorable Representative Dan Rayfield, Co-Chair
The Honorable Senator Elizabeth Steiner Hayward, Co-Chair
Joint Committee on Ways and Means
900 Court Street NE
H-178 State Capitol
Salem, OR 97301-4048

Dear Co-Chairpersons:

Nature of the Request

During the 2021 session, the Oregon Legislature passed HB 5030, which established the Public Defense Services Commission (PDSC) budget for the 2021-2023 biennium. HB 5030 contained four budget notes with reporting requirements throughout the biennium. The purpose of this letter is to report on the reporting requirements regarding the restructuring, modernization, financial controls, quality management, performance metrics, and governance of the agency.

The HB 5030 budget note reads:

The Public Defense Services Commission is directed to report to the Joint Committee on Ways and Means during the Legislative Session in 2022, and quarterly thereafter to the Legislative Emergency Board, on the Commission's restructuring and modernization efforts. The release of special purpose appropriation to the Commission is contingent upon the Commission's satisfactory progress, as determined by the Legislature and/or the Legislative Emergency Board, in executing the Legislative direction in HB 5030 budget report, and as related to Legislative expectations regarding the restructuring, modernization, financial controls, quality management, performance metrics, and governance of the agency. Reporting is to also include, but is not limited to, updated caseload and financial forecasts; procurement activities, including contract amendments and the alignment of contracting with the biennial budget process as well as the separation of adult criminal and juvenile trial-level contracts; and human resources activities, including the hiring of positions, staff turnover, unbudgeted position actions, compensation plan changes, and staff morale.

PDSC requests that the committee acknowledge receipt of the attached report.

Agency Action

PDSC contracted with Coraggio Group to assist with its modernization and transformation efforts. Coraggio worked closely with the Agency Executive Team to co-create and co-implement multiple workstreams to support its modernization and transformation. These workstreams include: defining the organizational design and functions for a new Compliance, Audit, and Performance (CAP) Division, restructuring the Agency to incorporate CAP operations, identifying and assessing the Agency's key risks and high-risk processes, improving internal controls, developing and implementing key performance measures and indicators, improving governance, and engaging in strategic planning. Concurrent to and supporting these efforts, the Agency, in conjunction with Coraggio, is also implementing a robust stakeholder engagement process and workstreams to develop an equity framework and support staff in managing these transitions. The enclosed report details the Agency's efforts and accomplishments to date.

Action Requested

The Public Defense Services Commission requests that the Joint Committee on Ways and Means acknowledge receipt of this report.

Legislation Affected

No legislation is affected.

Sincerely,



Stephen I. Singer
Executive Director

cc:

John Borden, Principal Legislative Analyst, LFO
Amanda Beitel, Legislative Fiscal Officer
George Naughton, Chief Financial Officer
April McDonald, Policy and Budget Analyst, CFO

Public Defense Services Commission

Restructuring and Modernization Progress Report

2022 Joint Committee on Ways and Means

January, 2022

Prepared By: Coraggio Group



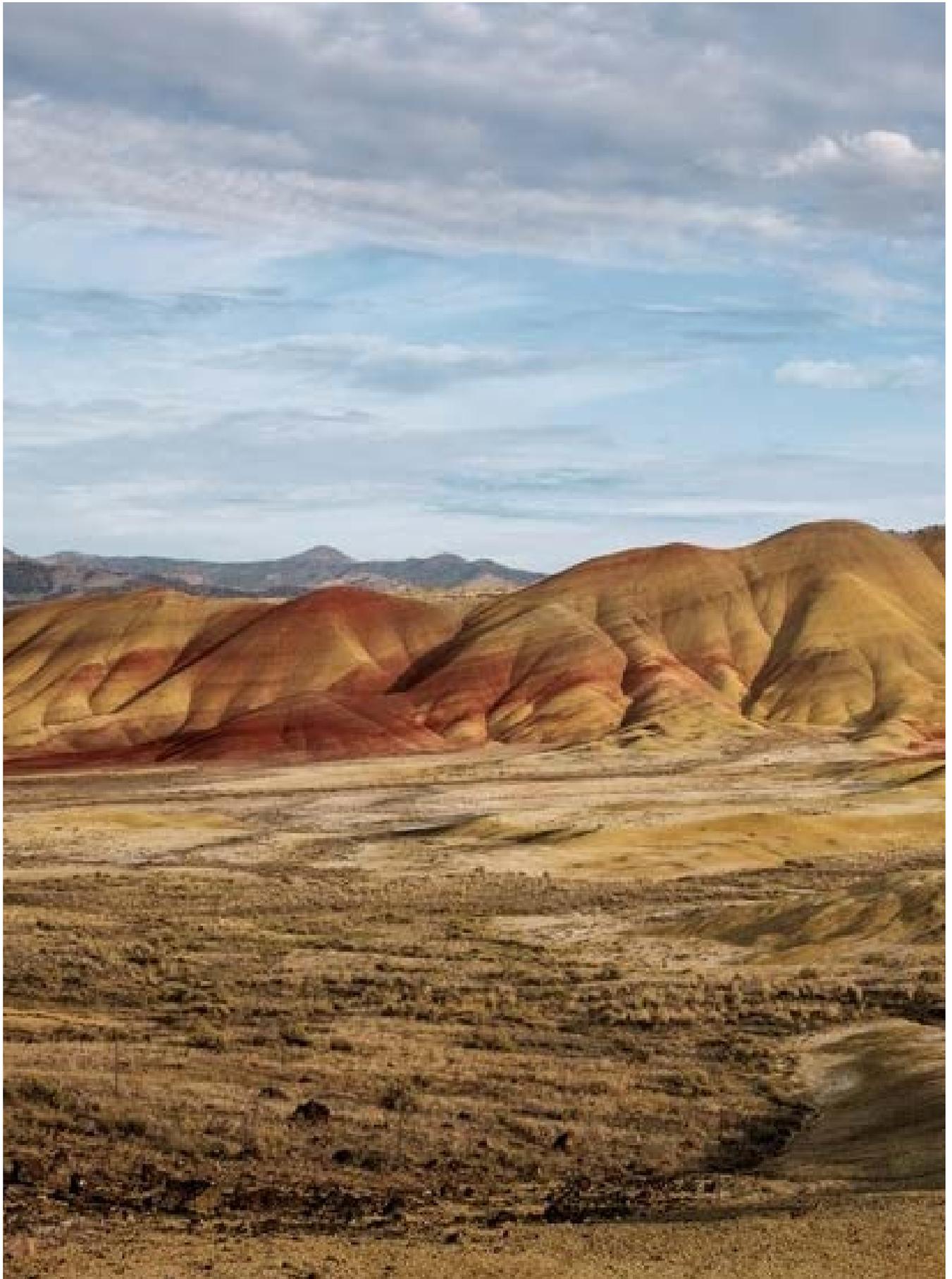


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Executive Summary

In September 2021, the Public Defense Services Commission (Commission) through the Office of Public Defense Services (Agency) engaged Coraggio Group to assist with its modernization and transformation efforts. Coraggio Group worked closely with the Agency Executive Team to co-create and co-implement multiple workstreams to support their modernization and transformation efforts. At the time of this report, Coraggio Group and the Agency have co-created key elements of the modernization and transformation plan, which include:

- A robust stakeholder engagement process. This workstream has a dual purpose of developing insights to inform the strategic planning process and creating pathways for ongoing stakeholder engagement.
- A refined organizational design based on the budget notes of HB 5030. This workstream defined the in-scope and out-of-scope activities, high-level design, and associate organizational chart for the new Compliance, Audit and Performance Management (CAP) Division and the broader divisions across the Agency.
- An assessment of the key risks and high-risk processes of the Agency. This workstream identified and assessed the Agency's risks and identified the risk owners and risk mitigation strategies to provide reasonable assurance that the high risks of the Agency are mitigated and monitored.
- An approach to build an equity framework. This workstream leverages the Governor's guidance regarding embedding equity within an agency and is establishing a foundation for future Agency equity efforts.
- A detailed approach to modernization and transformation management. These workstreams provide day-to-day support for the Agency to ensure that the project deliverables are on time and within budget, that robust communication flows within and outside the Agency, and that the Agency is managing the change and transition implications associated with their modernization and transformation efforts.

Over the next six months, Coraggio Group will continue to co-create and co-implement these workstreams. In addition, Coraggio Group will co-create and co-implement the following additional workstreams to support the Agency's modernization and transformation efforts:

- Establishing an approach for continuous improvement for high-risk processes identified by the Agency and Commission
- Defining the Agency's performance metrics and performance management approach
- Enhancing the interactions of the Public Defense Service Commission and the Agency Executive Team
- Developing the Agency's strategic plan

The purpose of this report is to provide the Legislature with a summary of the process, the status of workstreams, and associated next steps. This report intends to assist the Legislature in decision making about whether progress on modernization and transformation efforts demonstrates sufficient progress in implementing HB 5030. To help move this process forward efficiently, this report will focus on summaries of each workstream. Coraggio and the Agency have extensively documented each workstream and additional documentation can be provided as needed.

Project Overview

In response to HB 5030, the Agency has launched their modernization and transformation effort with the following initiatives:

- Reorganization of the Agency's budget structure along business lines
- Design of a Compliance, Audit and Performance (CAP) division for administration of Criminal Trial, Juvenile Trial, Case Support Services (formally Non-Routine Expense and Court-Mandated Expenses). It is intended that this division will:
 - Establish the standards for quality assurance and internal controls for Criminal Trial, Juvenile Trial, Appellate Division, and Case Support Services
 - Support high-quality and effective representation for clients that the Agency has been directed by statute to provide representation
 - Develop and implement key metrics and performance measures for the Agency
 - Realign the Agency's internal structure

It is anticipated that the Agency's modernization and transformation efforts will result in the following benefits:

- Increased transparency and accountability
- Better program management
- Higher quality representation for clients for which the Agency provides services
- Improved internal controls

To establish and maintain positive momentum and transparency from start to finish, Coraggio Group organized the project into three phases: Get Clear, Get Focused, and Get Moving. To manage the project, we partnered with the Agency's Executive Team to co-create a detailed modernization roadmap. Included in the modernization roadmap are the following workstreams and track leads.



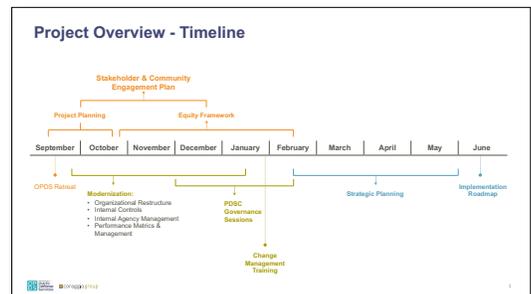
Workstream	Description	Lead
Get Clear: Project Management	Detailed project plan for Coraggio's work with project activities including responsibilities, roles, timelines, decision points, and milestones	Stephen Singer (Agency) Brian DeForest (Agency) Erin Severe (Agency) Christiane Mueller (Coraggio Group)
Get Clear: Communication	Communication Plan outlining timelines, types of messages, messenger, owner, mode of communication, stakeholders/ audience (internal/external), and timelines	Stephen Singer (Agency) Eric Deitrick (Agency) Erin Severe (Agency) Autumn Shreve (Agency) Christiane Mueller (Coraggio Group)
Get Clear: Organizational Change and Transition Plan	Detailed change and transition plan to support the Agency's restructuring and training with checkpoints to demonstrate the Agency's progress on the modernization efforts	Stephen Singer (Agency) Brian DeForest (Agency) Wendy Heckman (Agency) Christiane Mueller (Coraggio Group)
Get Clear: Stakeholder Engagement	<p>Stakeholder engagement plan focused on getting insights for three main areas:</p> <ol style="list-style-type: none"> 1. Strategic Planning 2. Organizational Health and Culture 3. Organizational Change Readiness <p>To get insights into the process and to ensure all voices are heard, we are leveraging the following engagement approaches:</p> <ol style="list-style-type: none"> 1. Surveys 2. Focus Groups 3. One-on-one interviews 	Stephen Singer (Agency) Erin Severe (Agency) Autumn Shreve (Agency) Jen Gray-O'Connor (Coraggio Group)

Workstream	Description	Lead
Get Clear: Insight Report	Synthesizes all stakeholder engagement activities and highlights key issues/ themes and associated strategic implications for the Commission and the Agency	Stephen Singer (Agency) Erin Severe (Agency) Autumn Shreve (Agency) Jen Gray-O'Connor (Coraggio Group)
Get Focused: Restructure: Organizational Design Support	<ol style="list-style-type: none"> 1. Develop a clear understanding of roles, responsibilities, and decision rights for the new and restructured divisions within the Agency 2. Finalize the structure of the Agency based on clarified roles, responsibilities, and decision rights 	Stephen Singer (Agency) Brian DeForest (Agency) Wendy Heckman (Agency) Susan Kerosky (Coraggio Group)
Get Focused: Restructure: Organizational Design and Development of the CAP Division		Stephen Singer (Agency) Shannon Flowers (Agency) Erin Severe (Agency) Susan Kerosky (Coraggio Group)
Get Focused: Internal Controls	Conduct and develop an organizational risk assessment. Identify high risk process areas. Design and develop appropriate risk mitigation strategies. Design and develop an internal controls framework to determine how risks will be reevaluated on a continuous basis	Stephen Singer (Agency) Ralph Amador (Agency) Christiane Mueller (Coraggio Group)
Get Focused: Internal Agency Management	Identify key Agency processes that require ongoing continuous improvement. Identify current gaps and improvement areas for high-risk Agency processes. Map future Agency processes. Develop 90-day improvement plans	Stephen Singer (Agency) Brian DeForest (Agency) Ralph Amador (Agency) Heather Pate (Agency) Christiane Mueller (Coraggio Group)

Workstream	Description	Lead
<p>Get Focused: Performance Metrics and Management</p>	<p>Establish key metrics – to support Agency strategic mission, including those mandated by the federal and Oregon constitutions and Oregon statutes. Develop dashboard of key metrics. Establish a plan management approach to support monitoring and course correction efforts</p>	<p>Stephen Singer (Agency) Agency Executive Team Susan Kerosky (Coraggio Group)</p>
<p>Get Focused: PDSC Governance Sessions</p>	<p>Facilitate conversations to create shared understanding around key governance areas and support reestablishing trust and rebuilding relationships</p>	<p>Stephen Singer (Agency) Brian DeForest (Agency) Susan Kerosky (Coraggio Group)</p>
<p>Get Focused: Equity Framework</p>	<p>Support the Agency in the design and development of:</p> <ol style="list-style-type: none"> 1. Equity framework consisting of an equity commitment statement, values, shared definitions, and equity approach 2. Equity tools (such as equity decision lens, community engagement guidelines, etc.), and equity training plans to identify training needs <p>This is to support the Commission and the Agency in promoting equity, inclusion, and culturally specific representation, and to infuse equity into the strategic plan and Agency’s operations</p>	<p>Stephen Singer (Agency) Erin Severe (Agency) Michael Anderson-Nathe (Coraggio Group)</p>
<p>Get Focused: Organizational Change Management (OCM) Training</p>	<p>Tailored training based on the Agency’s highest needs. Training may include:</p> <ul style="list-style-type: none"> • Understanding Change and Transition • Managing Individual Change • Leading through Change 	<p>Stephen Singer (Agency) Wendy Heckman (Agency) Christiane Mueller (Coraggio Group)</p>

Workstream	Description	Lead
Get Focused: Legislative Report	Develop the Legislative report for the February 2022 legislative session through an iterative process between the Agency and Coraggio Group	Stephen Singer (Agency) Erin Severe (Agency) Agency Executive Team Coraggio Group Team
Get Moving: Agency Strategic Plan	Co-creation of the strategic plan through a series of planning sessions to develop: <ul style="list-style-type: none"> Strategic Clarity: Vision, mission, and values, and beliefs of the Commission and the Agency Strategic Roadmap: Strategic initiatives, objectives, and key initiatives 	Stephen Singer (Agency) Strategic Plan Steering Committee Michael Anderson-Nathe – (Coraggio Group) Jen Gray-O'Connor (Coraggio Group)
Get Moving: Strategic Roadmap Implementation Workshops	Develop an approach for identifying key initiatives of the first year of the strategic plan. Determine the accountability structure, frequency and format of check-ins. Determine process for tactical course corrections/continuous improvements. Define process of who's responsible for what outcome by when	Stephen Singer (Agency) Agency Executive Team Susan Kerosky (Coraggio Group)
Get Focused: Implementation Coaching	Depending on needs, coaching for members of the team or additional sessions or support for a division to support implementation of the roadmap	Stephen Singer (Agency) Brian DeForest (Agency)

The timeline for our modernization efforts is included in Appendix A: Agency Modernization Timeline.



Key Insights and Learnings to Date

Modernization and transformation efforts require some foundational elements to be in place to ensure that the desired changes have lasting impact. These foundational elements include:

- A strong call for change
- An empowered transformation team
- Active and engaged leadership
- Committed and dedicated resources
- Frequent and open communications about the change
- A structured change management approach
- Active employee engagement and participation
- Engagement with and support from middle management

During our initial few months in working with the Agency, we identified some key insights and learnings around strengths to support a successful transformation and challenges that may impede a successful transformation. These initial insights and learnings include:

Strengths

- A strong call for change
- Motivated and engaged leadership team with a positive attitude
- Dedicated staff resources and time from the leadership team to co-create plans for the future
- High engagement in equity work

Challenges

- The relationship between the Agency Executive Team and Commission is strained and there are trust issues on both sides
- Low staff morale and high staff turnover
- Internal and external communications do not flow in a consistent way
- Lack of process and policy documentation
- Stakeholder engagement has been inconsistent and has lacked effective feedback loops
- A basic level of process maturity related to program and change management

The challenges identified above are actively being managed to ensure the change process has the highest likelihood for success.

Workstream Update: Strategic Planning

The purpose of the strategic planning workstream is to create the Commission and the Agency's strategic plan based on insights gathered from the stakeholder engagement process. When we have completed the stakeholder engagement activities, we will synthesize what we learn into a collection of key themes – an Insight Report - that will highlight, for each theme, a top-level understanding of the issue, data from our survey, a collection of quotes that support the theme, and key strategic implications.

The Agency identified a robust community and stakeholder outreach approach as one of the most vital parts of the strategic planning process. The participation of a wide variety of stakeholders is key to developing a vision for the future of public defense services informed by a broad and diverse community. This engagement process also ensures that priorities identified through this effort help shape an inclusive future and a transparent communication process for all of people involved with the Commission and the Agency. The goals of the stakeholder engagement process include:

- Informing the strategic planning process through gathering and synthesizing data from surveys, focus groups, and one-on-one interviews
- Developing a clear understanding of the logistics of reaching public defense services providers, partners, and clients
- Establishing initial research pathways for the CAP division to have an ongoing mechanism for collecting data on public defense services
- Creating stakeholder awareness of the Commission's and Agency's strategic planning and reorganization efforts
- Informing the strategic planning process by establishing stakeholder feedback loops throughout the process

To meet those goals, the Agency and Coraggio Group staff created online surveys for four (4) major stakeholder groups: Staff, Providers, Partners, and Clients. The client survey was also disseminated in paper form and translated into Spanish, Russian, and Chuukese.

In addition to surveys, the Agency identified 8 interviewees to provide additional details and to share a greater depth of knowledge on the Commission and the Agency's current challenges and opportunities. These interviews are complimented by a series of focus groups that provide additional opportunities for stakeholders to share their collaborative feedback on specific topic areas that inform the strategic planning process.

Key Agency staff that supported our efforts in this area included:

- Stephen Singer
- Brian DeForest
- Wendy Heckman
- Laura Al Omrani
- Erin Severe
- Autumn Shreve

Within the four (4) major stakeholder groups (Staff, Providers, Partners, and Clients), we identified their associated subgroups for outreach. These subgroups include:

Agency Staff:

- Appellate Division: management, attorneys, and non-attorney staff
- Administrative Agency operations: contracts, finance/accounts payable, case support services, human resources, general counsel, parent child representation program, new compliance audit and performance division, information technology, and data and research

Public Defense Providers:

- Trial-level and appellate-level public defenders working in various entities, including at public defender offices, consortia, and law firms, and solo practitioners and other non-profit organizations under contract to provide public defense services
- Hourly attorneys
- Contract administrators (public defender/consortia)
- Non-attorney professionals who work in public defender offices, consortia, and at small firms
- Investigators (in-house at public-defender offices and independent)
- Mitigators
- Interpreters/translators
- Transcriptionists
- Case managers and social workers
- Experts (of all types, including forensic, medical, psychological)

Clients (current and former):

- Clients in trial-level criminal adult, delinquency, dependency, termination-of-parental-rights, civil commitment, and post-conviction relief proceedings
- Clients in appellate criminal adult, delinquency, dependency, termination-of-parental-rights, civil commitment, and post-conviction relief proceedings
- Clients in juvenile delinquency post-adjudication relief cases
- Clients in proceedings before the Board of Parole and Post-Prison Supervision and Psychiatric Security Review Board, in probation violation proceedings, and in state habeas proceedings

For these subgroups, a particular focus is on reaching incarcerated clients, youth, and parents

- Youth clients and parents
- Incarcerated clients
- Incarcerated children and children held in Oregon Youth Authority facilities
- Oregon State Hospital inmates

Partners: Includes partner organizations, community-based organizations, and independent state and local entities

Partner Organizations:

- Oregon Criminal Defense Lawyers Association (OCDLA)
- AFSCME
- Oregon Defense Consortia Association (ODCA)

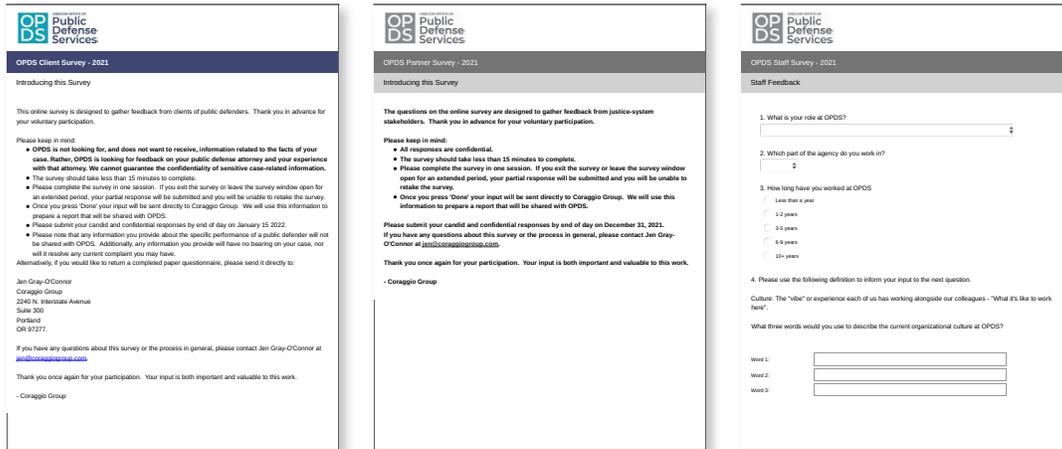
Community-based Organizations:

- Disability Rights Oregon
- Partnership for Safety and Justice
- American Civil Liberties Union of Oregon
- Fair Shot Coalition
- Oregon Foster Parent Association
- Greater Oregon Behavioral Health

Interdependent State and Local Agencies:

- Board of Parole and Post-Prison Supervision
- Oregon Department of Justice
- Department of Human Services
- Psychiatric Security Review Board
- County district attorneys
- Oregon Judicial Department (trial and appellate judges and court administrators)
- Oregon Department of Corrections
- Oregon Youth Authority
- Court Appointed Special Advocates
- County jails
- State Community Corrections and County Corrections (post-prison supervision)
- Criminal Justice Commission
- Citizen Review Boards
- Governor's Racial Justice Counsel

The survey questions for each of the four (4) major stakeholder groups (Staff, Providers, Partners, and Clients) is included in Appendix B: Staff, Providers, Partners and Client Survey



On December 8, 2021, we closed the Staff survey. The Partner and Provider surveys closed on December 31, 2021. We are still in the data collection phase with the Client survey.

Staff Survey Results

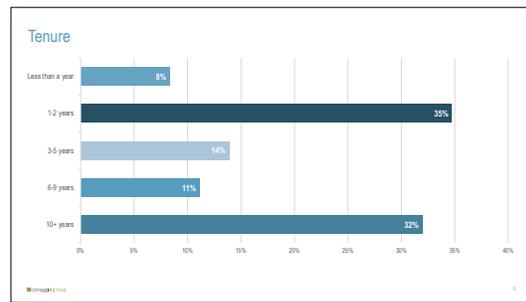
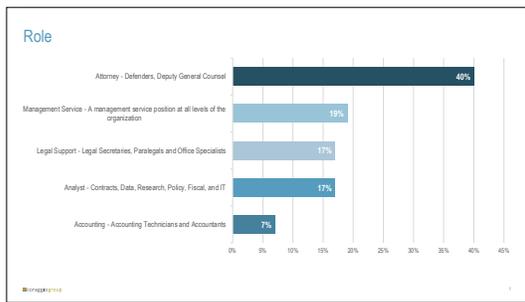
In late November-December 2021, Coraggio Group deployed a survey to the staff to assess internal views of the Agency’s performance as an organization. This survey utilized a Whole Systems approach, focusing on eight key categories: Strategic Direction, Capabilities, Structure, Talent, Systems / Processes, Rewards, Leadership, and Culture. Additionally, the survey utilized Gallup’s Q12 framework to quantify employee engagement. Responses were received from 73 of 97 Agency team members for a response rate of 75%. Nationally, internal surveys have an average response rate of a 30-40%¹, while external surveys have an average 10-15% response rate.²

Themes from the survey results were developed using a number of methods. Quantitative questions were analyzed using category percentage rates. Qualitative, open-ended questions were analyzed by assigning themes influenced by response content and Coraggio’s interpretation of those responses. Themes were identified by the frequency they were mentioned and by the number of individuals that mentioned them.

Detailed charts associated with the survey findings are included in Appendix C: Agency Staff Survey Results and these charts include both quantitative data related to questions and summary qualitative data from the open-ended questions. Scores that are 4 or above (on a 5-point scale) signify “satisfaction”.

1. Gorsht, Reuven (2013). How the Best Leaders Get Full Participation in Employee Surveys. Forbes. Retrieved from <https://www.forbes.com/sites/sap/2013/10/23/lousy-response-rates-on-your-employee-survey-heres-how-the-best-leaders-get-great-participation-every-time/?sh=6510a432151a>

2. American Association for Public Research. (2019). Response rates – An overview. Retrieved from <https://www.aapor.org/Education-Resources/ForResearchers/Poll-Survey-FAQ/Response-Rates-An-Overview.aspx>;



The following are the themes that arose from the staff survey.

- Staff often describe Agency culture as collegial, collaborative, and supportive, as well as hopeful, dedicated, growing, transforming and hard-working. However, there are a significant number of employees who regard the Agency as disorganized and disconnected.
- Average culture ratings all score sub-4. There are clear differences in perceptions of culture by Agency division, with the Appellate Division (with the exception of Legal Support staff) significantly more positive than their Administrative Division colleagues. Staff who identify as men are also significantly more positive than staff who identified as women about organizational culture. Black, Indigenous, and people of color (BIPOC) staff tend to be more positive than White staff.
- Appellate Division staff (with the exception of Legal Support staff) scores indicate a higher level of employee satisfaction than Administrative Division staff.
- The mission of the Commission and the Agency is generally regarded as the provision of constitutionally effective, timely and high-quality representation to public defense services clients. This mission is felt to be underpinned by values of efficiency, quality, and supportiveness to clients.
- Survey results indicate Agency leadership often demonstrates fairness and respect. However, there is perception of a lack of staff inclusion in decision-making and a lack of commitment to advancing Diversity, Equity, and Inclusion (DEI). Legal Support staff are particularly dissatisfied with measures of leadership quality and actions. Across all staff, those with the shortest tenure, males and BIPOC employees are the most satisfied with leadership.
- Many staff are unsure of the required skills and abilities within each role in the Agency; this is particularly true of staff who identified themselves as in the Accounting division, which includes accounting technicians and accountants.
- While staff highly rate their work-life flexibility and feel valued for their everyday contributions, opportunities for promotion and advancement are felt to be lacking.
- The Agency's strengths are perceived to be the provision of high-quality appellate representation and commitment to clients. Staff support and flexibility is referenced as a plus, with high quality, collaborative staff also regarded as a strength.
- Communication is seen as the most important priority for the Agency to address. The priorities listed for the Agency include the updating of IT/Technology software and systems, staff recruitment and retention, policies and procedures, training/learning, and teamwork/collaboration.
- Insufficient funding is perceived to be the primary barrier facing the public defense system. This is accompanied by staff recruitment/retention and a perceived lack of trust and understanding within the organization.

Over the next month, Coraggio Group will continue data collection efforts and produce an Insight Report that will highlight themes, which are supported by data from all the data collection efforts, a collection of quotes that support the theme, and key strategic implications. We anticipate that the Insight Report will be developed and shared at the February 17, 2022, Commission meeting.



An aerial night view of a city, likely San Francisco, with a prominent mountain peak in the background. The city lights are visible, and the overall scene is bathed in a blue hue. The title text is overlaid on the upper right portion of the image.

Workstream Update: Organizational Design

Implementation of changes relies on careful planning and prioritization. Our support in the Organizational Design Workstream includes:

- Developing a clear understanding of roles, responsibilities, and decision rights for the new divisions
- Finalizing the structure of the organization based on the clarified roles, responsibilities, and decision rights.

Key Agency staff that supported our efforts in this area included:

- Jim Conlin
- Brian DeForest
- Eric Deitrick
- Shannon Flowers
- Wendy Heckman
- Ernest Lannet
- Erin Severe
- Stephen Singer
- Gloria Vidal

We started our organizational design support by co-designing the CAP division. The design of the CAP division started with benchmarking.

CAP Benchmarking

The purpose of the CAP benchmarking was to provide insights into the best practices in public defense auditing and oversight. Coraggio Group relied on research, review of background data provided by the Agency, and interviews with public defense professionals in other jurisdictions to identify best practices. Interviews were conducted during the month of November 2021 by Susan Kerosky (Coraggio Group), Erin Severe (Agency) and Shannon Flowers (Agency). The interview team asked interviewees a range of questions about:

- The focus of the performance evaluation system
- The structure of the performance evaluation system
- Research, data collection, and associated systems used to manage data

The interview team conducted interviews with the following organizations:

- The International Legal Foundation
- North Carolina Office of Indigent Defense Services
- Massachusetts Committee for Public Counsel Services

We identified a few key insights and learnings from our benchmarking conversations.

- The Agency is new in its internal audit journey and would be considered at a **Level 1** Initial level of maturity.

IIA Internal Audit Maturity Model encompasses five levels. Each level describes the characteristics and capabilities of the internal audit activity. The five levels of the internal audit maturity model are initial, define, implement, managed and optimized.

Initial – Internal audit is ad hoc or unstructured, few processes are defined, and practices are performed inconsistently.

Define – Internal audit basic practices and procedures are performed on a regular and repeated basis.

Implement – Internal audit policies and procedures are defined, documented and integrated into each other.

Managed – Internal audit becomes an integral part of the organization’s governance and risk management practice.

Optimized – Internal audit focuses on learning for continuous improvement to enhance the capability.

- The Agency is new in its data journey and would be considered at a Level 1 Basic level of maturity (see chart below).

Level 1 Basic	Level 2 Opportunistic	Level 3 Systematic	Level 4 Differentiating	Level 5 Transformational
<ul style="list-style-type: none"> • Data is not exploited, it is used • D&A is managed in silos • People argue about whose data is correct 	<ul style="list-style-type: none"> • IT attempts to formalize information availability requirements • Progress is hampered by culture; inconsistent incentives 	<ul style="list-style-type: none"> • Different content types are still treated differently • Strategy and vision formed (five pages) 	<ul style="list-style-type: none"> • Executives champion and communicate best practices 	<ul style="list-style-type: none"> • D&A is central to business strategy
<ul style="list-style-type: none"> • Analysis is ad hoc • Spreadsheet and information firefighting • Transactional 	<ul style="list-style-type: none"> • Organizational barriers and lack of leadership • Strategy is over 100 pages; not business-relevant • Data quality and insight efforts, but still in silos 	<ul style="list-style-type: none"> • Agile emerges • Exogenous data sources are readily integrated • Business executives become D&A champions 	<ul style="list-style-type: none"> • Business-led/ driven, with CDO • D&A is an indispensable fuel for performance and innovation, and linked across programs • Program mgmt.. mentality for ongoing synergy • Link to outcome and data used for ROI 	<ul style="list-style-type: none"> • Data value influences investments • Strategy and execution aligned and continually improved • Outside-in perspective • CDO sits on board

D&A = data and analytics; ROI = return on investment

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- Benchmarked organizations have a hybrid of staff attorneys and contractors to deliver public defense services.
- Benchmarked organizations had different approaches to performance management of attorneys. Some looked at data compared to key performance indicators, some contracted with attorneys to provide services and also contracted separately with experienced attorneys to provide supervision.
- All benchmarked organizations had developed ad hoc SQL systems to manage their data.
- Only one organization identified continuous improvement as an explicit goal and had matured enough to use data to support a continuous improvement approach to performance management.
- The centralized CAP division envisioned by the Agency would be a new model for auditing and oversight.

CAP Organizational Design

With the benchmarking complete, Coraggio Group partnered with a CAP design team and the Agency Executive Team over a series of work sessions to:

- Define the key processes and activities that are in-scope for the CAP division
- Clarify key processes and activities that are out-of-scope for the CAP division
- Align on the DRAFT high-level functional design for the CAP division
- Align on the DRAFT organizational chart for the CAP division

From these discussions, the DRAFT design of the CAP division includes:

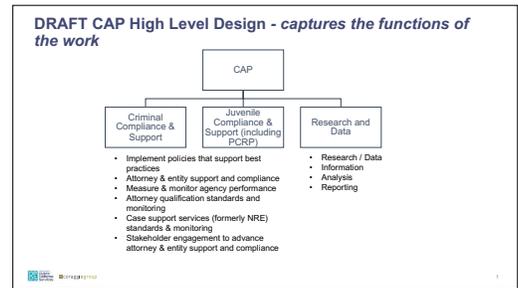
- A compliance function for both Criminal and Juvenile
- The key activities included in the compliance functions are:
 - Research and implement best practices and systemic innovations
 - Support providers through training, resources, and systemic improvements
 - Measure and monitor Agency performance
 - Measure and monitor attorney performance
 - Measure and monitor first-tier provider (e.g., investigator) performance
 - Measure and monitor entity performance
 - Participate in workgroups that are focused on practice and systemic improvements

A few key assumptions for the CAP division are as follows.

- The Research and Data team are a function within CAP. It is recommended that the Research and Data team have a leader (i.e., Research Director) who has research, data, and evaluation experience to guide the Research and Data team.
- Using information provided by the Research and Data team, Criminal and Juvenile Trial Chiefs and their deputies will be “auditing” the performance of the attorneys, ensuring contract compliance, and providing relational provider management support.
- A CAP Program Manager (limited duration) will coordinate CAP functions with the Criminal and Juvenile Trial Chiefs and the Research and Data Director.
- Policies are developed by the attorneys in the Criminal and Juvenile areas informed by information and data provided by the Research and Data team and consistent with the policy approach / standards utilized across the Agency.

- Key linkages have been identified that require close coordination between CAP and other divisions within the Agency.

Over the next month, the Agency will continue to refine the design of the DRAFT CAP division by building the CAP functional overview with roles, responsibilities, and decision rights. The details of the CAP organizational design are included in Appendix D: CAP Organizational Design



Agency Organizational Design

With the high-level design of the CAP Division complete, we then supported the Agency as they redesigned the broader Agency organization to leverage the newly designed CAP Division. To support the organizational design and development of the Agency, we used a multi-step framework that guided us through the organizational design and development process.

The steps completed to date include:

1. Establishing an Agency organizational design team
2. Developing Agency current state functional overviews
3. Defining key processes for the Agency (see Appendix G: Agency Process Taxonomy)
4. Facilitating a work session to define the high-level organizational design for the Agency
5. Finalizing the draft high-level organizational design for the Agency

The output from these organizational design sessions included:

- In-scope and out-of-scope activities by function
- Draft high-level organizational designs for CAP and the Agency

The details of the Agency organizational design are included in Appendix E: Agency Organizational Design.

Over the next few months, we will work in partnership with the Agency to:

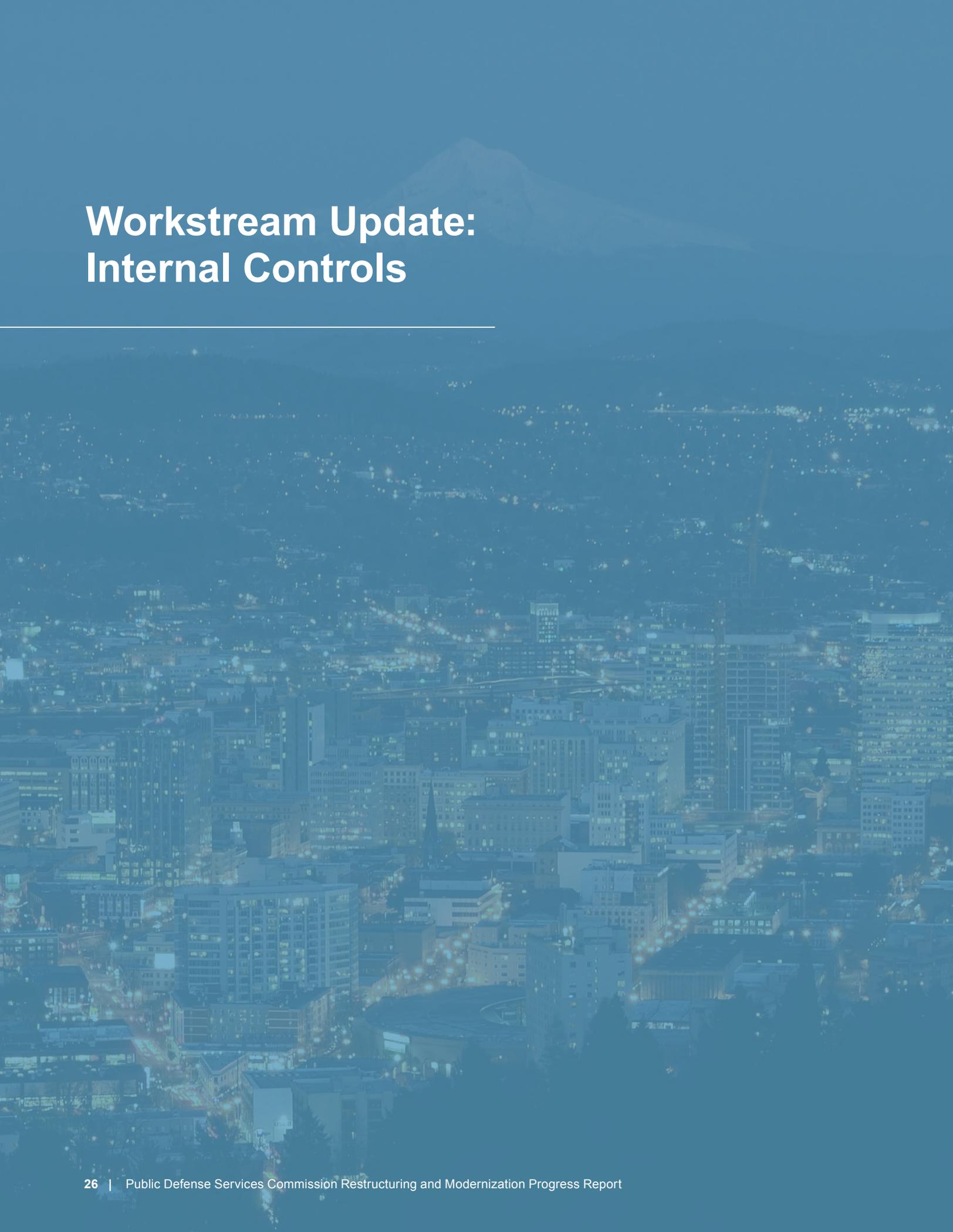
- Refine the draft CAP and the Agency organizational designs
- Refine the corresponding organizational charts
- Refine each specific division’s functional overview, which will include the specific roles, responsibilities, knowledge, skills, abilities, and decision rights
- Develop the draft program plan for the CAP Division

General Counsel Scope
Functional Statement: Serve as the legal and strategic advisor for the agency

In Scope	Out of Scope	Linkage Needed
<ul style="list-style-type: none"> • Provide legal and strategic advice to the executive director, agency staff, and the PDSC • Represent the agency in legal proceedings when applicable • Collaborate with the executive director on the planning of PDSC meeting agendas, initiatives, and agency priorities • Review all agency contracts for vendors, including attorney and non-attorney services, as well as all intergovernmental agreements • Review all agency policies and proposed policy changes • When appropriate, prepare policies for presentation to the PDSC for adoption • Advise the agency on public defense contract disputes 	<ul style="list-style-type: none"> • Monitor compliance with contracts and provide recommended actions. Manage relationships with contractors. • Drafting policies 	<ul style="list-style-type: none"> • CAP • Central policy development in Administrative Services

General Counsel Scope
Functional Statement: Serve as the legal and strategic advisor for the agency

In Scope	Out of Scope	Linkage Needed
<ul style="list-style-type: none"> • Review referrals from Criminal and Juvenile Trial Chiefs and advise on actions associated with provider performance • Respond to public records requests • Advise on public meetings law • Advise on Government Ethics (both Commission and Agency staff as state employees) 	<ul style="list-style-type: none"> • Measure attorney and 1st tier supporting services (e.g., investigators, dependency expenditures, supervisors, juvenile case manager) performance against performance standards 	<ul style="list-style-type: none"> • Criminal and Juvenile Trial Chiefs to monitor and address individual attorney, entity, and friskier support performance issues • CAP to provide insights to inform actions associated with provider performance • HR for ethics issues pertaining to state employees

An aerial night view of a city, likely Denver, Colorado, with a prominent mountain peak in the background. The city lights are visible, and the overall scene is bathed in a blue hue. The title text is overlaid on the top left of the image.

Workstream Update: Internal Controls

We assessed and identified high risk areas that need strong internal controls and developed an internal controls framework to ensure the effectiveness of risk mitigation efforts over time.

We used a multi-step framework that guided us through the risk assessment and internal controls framework process. The steps completed to date include:

- Partnered with Ralph Amador, the Internal Controls Workstream Lead, to define the approach and kick-off the track
- Leveraged examples and best practices for internal controls framework
- Conducted (with the Agency Executive Team) an organizational risk assessment workshop to identify high-risk areas and key processes that need strong internal controls
- Incorporated insights and perspectives from the workshop to develop the Agency Risk Assessment Heatmap (see Appendix F: Agency Risk Assessment Heatmap)
- Leveraged the Risk Assessment Heatmap to design the Agency Internal Controls Framework
- Identified risk owners for all “high” risks from the Agency Risk Assessment Heatmap
- Conducted one-to-one meetings with risk owners to identify risk mitigation strategies, internal controls, and monitoring activities
- Aligned on a continuous improvement process and quarterly risk review meetings

		SEVERITY			
		High	Medium	Low	Very Low
PROBABILITY	High	Policy development, feedback, consultation, need of legislative policy	The Agency may lack capacity to meet needs of courts, existing mission of agency	Insufficient provider capacity	Funding not aligned by case volume, increasing case loads in future years
	Medium	Lack of internal & external controls, communication, understanding of internal processes & case resolution, diverse provider support services	Commission Member are not aligned, but not understanding of governance & policy agency	Lack of internal & external controls, communication, understanding of internal processes & case resolution, diverse provider support services	No qualified attorney
	Low	The Agency may not be able to provide timely representation regarding the ability to secure maximum benefit of applicable law	Commission Member are not aligned, but not understanding of governance & policy agency	Insufficient provider capacity	Lack of funding to provide adequate services
	Very Low	The Agency may not be able to provide timely representation regarding the ability to secure maximum benefit of applicable law	Commission Member are not aligned, but not understanding of governance & policy agency	Insufficient provider capacity	Lack of funding to provide adequate services

		SEVERITY				STRATEGIC
		High	Medium	Low	Very Low	
PROBABILITY	High	Commission Meetings, Commission, Diversity, Commission, Board of Judges	Legislative may not be able to understand or support ongoing funding of the court system	No qualified attorney	The Agency may lack capacity to meet needs of courts, existing mission of agency	High
	Medium	Risk Management, Feedback, need of legislative policy	Commission Members are not aligned, but not understanding of governance & policy agency	Insufficient provider capacity	Lack of funding to provide adequate services	Medium

Key Agency staff that supported our efforts in this area included:

- | | |
|---|--|
| <ul style="list-style-type: none"> Ralph Amador Jim Conlin Eric Deitrick Brian DeForest Shannon Flowers Wendy Heckman Ed Jones | <ul style="list-style-type: none"> Ernest Lannet Heather Pate Erin Severe Autumn Shreve Stephen Singer Latham Stack Mary-Shannon Storey |
|---|--|

Over the next few months, we will support the Agency to:

- Refine and finalize the Agency Internal Controls Framework
- Identify policies and procedures for high-risk areas that need to be developed and refined
- Develop/refine any needed policies and procedures
- Schedule and conduct quarterly risk review meetings, and update and refine Agency Risk Assessment Heatmap

Next Steps for Other Workstreams

Internal Agency Management

We are identifying high-risk process areas and implementing a continuous improvement plan to address pain points and gaps that may impair the ability of the Agency to achieve its mission of providing cost-effective, high-quality representation to clients. We used a multi-step framework to guide us through the development process.

The steps completed to date include:

- Partnered with Agency staff to define the approach and kick-off the track
- Pulled examples and best practices for internal Agency management for continuous improvement methodology and approach
- Leveraged Functional Overviews to update the Agency process taxonomy (see Appendix G: Agency Process Taxonomy)
- Identified Agency high-risk process areas:
 - Develop a contract model, workload and performance standards, and compensation scheme that allows the Agency to ensure sustainable, high-quality public defense representation
 - Develop training, support systems, and resources to ensure that public defense providers have the knowledge and skills to provide high-quality services and grow and develop to be able to handle more serious and complex cases
 - In addition, these high-risk processes may be included as part of the workstream:
 - Create and advocate for policies
 - Create and analyze budget & forecast
 - Develop and retain staff (capacity issue)
- Kicked off Internal Agency Management workshop with high-risk process leads to begin to build capacity of the team around continuous improvement
- Introduced “SIPOC” (Suppliers, Input, Process, Output, Customer) tool that we are using to provide a high-level, end-to-end picture of the high-risk process we are looking to improve

Taxonomy ID	Process Area
1.0	Manage Policy and Government Relations
1.1	Manage the Commission
1.2	Review Contracts
1.3	Provide Legal and Strategic Advice
1.4	Represent Agency in Legal Matters
1.5	Create and Advocate for Policies
1.6	Review and Advise on Legislative Matters
1.7	Review and Advise on Case Support Services (formerly Non-Routine Expenses (NREs))
1.8	Liaison between Legislature, Agencies and Other Partners
1.9	Develop Internal and External Communications
2.0	Manage Risk and Compliance
2.1	Identify, Assess and Mitigate Risks
2.2	Monitor Risks and Revise Mitigation Strategies
2.3	Conduct Research and Analysis
2.4	Establish, Monitor and Improve Performance Measures (e.g. case loads)
2.5	Provide Training and Support
2.6	Establish, Monitor and Review Policies and Procedures
2.7	Respond to Complaints
2.8	Monitor Public Defense Attorney Contract Compliance
2.9	Audit, Research and Investigate Case Related Expenses
3.0	Manage Appeals
3.1	Provide Representation
3.2	Approve and Manage External Providers
3.3	Ensure Case Initiation
3.4	Ensure Quality of Representation (based on quality standards)

Key Agency staff that supported our efforts in this area included:

- Stephen Singer
- Ralph Amador
- Jim Conlin
- Erik Deitrick
- Heather Pate
- Erin Severe

Between January 2022 and February 2022, we will partner with the Internal Agency Management team to support:

- Existing high-risk process mapping workshops
- Capture current pain points, interdependencies, and gaps – practice continuous improvement thinking
- Future process design workshops
- 90-day continuous improvement plan for each of the high-risk processes

Performance Metrics

To support the development of the new CAP division, we are supporting the process to identify and establish key metrics (constitutional, statutory, and operational) and measures to drive effective organizational results. As of January 2022, this workstream has not yet started since a key input into the workstream will be the results of the strategic planning process. Starting in February 2022, we will use a multi-step framework that will help guide us through the performance metrics development process. The steps include:

1. Review best practices for performance management and metrics
2. Inventory existing Agency performance metrics
3. Conduct work sessions to:
 - Create common and aligned language for performance management and metrics
 - Define ownership and performance management decision making and controls
 - Define the key performance metrics and measures
 - Develop a key performance management dashboard
 - Develop training on ongoing performance management

Agency Governance

HB 2003 requires that the Commission move from a seven-member commission to a nine-member commission. Commission members are appointed by the Chief Justice of the Oregon Supreme Court and serve as the governing body for Oregon’s public defense system. The Commission:

- Provides overall policy direction and oversight for the administration of the system;
- Provides oversight of the Agency, which is the administrative organization responsible for carrying out the Commission’s broad policy objectives and other statutorily-defined duties;
- Has a primary obligation to “establish and maintain a public defense system that ensures the provision of public defense services consistent with the Oregon Constitution, the United States Constitution and Oregon and national standards of justice.” ORS 151.216(1)(a).

Our work with the Commission is focused on strengthening the interactions and how the Commission works together as a team and enhancing the Commission’s relationship and interactions with the Agency Executive Team.

In September 2021, we facilitated a two-day retreat with Agency leadership and the Commission. The goals of the retreat were to:

- Orient the commission on the history and context for HB 2003 and HB 5030
- Learn and discuss the best practices for commission members
- Clarify roles and responsibilities for commission and Agency staff
- Build and enhance relationships between commission and Agency staff
- Align on the strategic shifts for modernization and measures of success
- Discuss expectations of progress for modernization efforts for the November 2021 and February 2022 mileposts

In November and December 2021, we conducted one-to-one interviews with each Commissioner where we asked the following questions.

- What are the Commission's strengths in how you interact and work together? Challenges?
- What is working well as it relates to how the Commission interacts with the Agency Executive Team?
- What would you like to see changed as it relates to how the Commission and Agency Executive Team interact and work together?
- In which areas of your oversight role are you feeling you receive the information needed to make informed decisions?
- In which areas of your oversight role are you feeling challenged with receiving the information needed to make informed decisions?
- Which areas of your oversight role are you feeling well equipped to fulfill your role? What additional support do you need to better fulfill your role?
- What specifically do you need more of / less of from the Agency Executive Team to fulfill your oversight role?

In November 2021, we met with the Agency Executive Team and asked the following questions.

- What is working well as it relates to how the Commission interacts with the Agency Executive Team?
- What would you like to see changed as it relates to how the Commission and Agency Executive Team interact and work together?
- In which areas of your role are you feeling you have the right level of interaction with the Commission?
- In which areas of your role are you feeling challenged with the level of interaction with the Commission?
- What additional support do you feel the Commission needs to better fulfill their oversight role?
- What specifically do you need more of / less of from the Commission to best support your role?

As of December 2021, we are in the process of analyzing the themes and areas of alignment and misalignment from those interviews. In January / February 2022, we will meet with the Commission and the Executive Director in two work sessions to:

- Discuss the themes and areas of alignment and misalignment from those interviews
- Facilitate conversations needed to gain greater alignment on their work together
- Co-create tools and support needed to strengthen the interactions and how the Commission works together as a team, and enhance the Commission's relationship and interactions with the Agency Executive Team

Equity Framework

Like many state agencies here in Oregon and across the country, the Agency has heard and answered the call toward recognizing, reconciling, and rectifying structural racism and other systemic oppressions, and mitigating the disproportionate impacts that they have on historically underrepresented communities. Toward that end, the Agency is committed to ongoing and sustained learning and growth as they work to advance equity for their clients, communities, partners, and staff.

The Agency is developing an Equity Framework, which outlines the organizational approach to embedding diversity, equity, and inclusion efforts within and across the Agency, their partnerships, and the services provided to their clients and communities. An organizational Equity Framework helps by:

- Creating organizational alignment around a central focus of advancing equity
- Setting expectations for employee and organizational behavior
- Serving as a communication tool to let partners and communities know what to expect from the organization
- Serving as an accountability mechanism for the organization

To be inclusive, the Agency recruited volunteers to serve on a cross organizational committee comprised of staff from all levels of the organization and representative of both the Appellate Division and Administrative Services to develop an Equity Framework. Additionally, the Agency extended an open and standing invitation for any Commission member to attend.

Equity Workgroup Roster		
Name	Position	Division
Nora Coon	Deputy Defender	Appellate
Sarah De La Cruz	Deputy Defender	Appellate
Nikita Gillis	CSS Program Analyst	Administrative
Caroline Meyer	PCRP Program Analyst	Administrative
Erin Severe	Deputy General Counsel	Administrative
Kimber Sexton	Senior Policy Analyst	Administrative
Aimi Vansyckle	Legal Secretary	Appellate
Sandra Warden	Accounting Tech – Compliance Specialist	Administrative
James Wilborn	Legal Secretary	Appellate

Immediate outcomes for this equity workgroup include building shared language and understanding of diversity, equity, and inclusion work within the Agency, creating a vision and commitment on what advancing equity looks like for the Agency, and identifying tools, training, and resources needed to advance equity.

Our efforts will be informed by emerging and best practices for advancing equity work including aligning with the Governor’s Equity Action Plan recently released in September 2021. The Agency recognizes that to be effective in advancing equity, they must see this work as foundational to what they do, commit the resources necessary to transform the system to work for all Oregonians, and create and implement tangible actions and strategies that they are accountable to.

The equity workgroup was launched on December 8, 2021, with a focus on:

- Establishing group norms and processes for how we will work together and make decisions as we develop the Equity Framework
- Developing relationships and trust to support meaningful participation and open dialogue on sometimes challenging content, such as conversations on diversity, equity, and inclusion
- Establishing a shared foundation on core concepts of diversity, equity, and inclusion work to support full participation and a shared understanding of the work
- Reviewing the context for this work, including outlining our overall charge, approach, and timelines. We anticipate this work continuing over the course of three additional planning sessions in January – February 2022. The workgroup will complete pre- and post-work between each session and identify opportunities to communicate and engage key stakeholders between sessions to seek feedback and cultivate buy in to the overall Equity Framework being developed. The final product will then be approved by the Agency leadership and communicated to all staff to create a shared foundation for future equity efforts.

Organizational Change Management

Change Management drives the successful adoption and usage of change within the organization. It allows employees to understand and commit to the change and work effectively during it. Without effective change management, transitions and transformation can be rocky and expensive in terms of both time and resources.

We are leveraging the PROSCI™ methodology, a research-based and easy to use, holistic approach to change management. We co-developed a change management framework to support the Agency and external stakeholders through modernization and transformation. Our approach has four phases, and each phase includes communication, training, sponsorship, and engagement.

“What is Change Management?”

The tools, process, and techniques to manage the people side of change in order to achieve better results.

Phase	Description	Examples	Milepost
Call for Change	Create awareness for the Agency Modernization HB5030 project	Agency Modernization Roadmap Agency Communication and Engagement Plans	Executive Team and Commission can articulate the vision and “why” for the modernization roadmap “What” and “why” are communicated surfacing areas of confusion
Prepare for Change	Create understanding and commitment for the change	Agency Change Management Training Governance Sessions	Agency executive team and managers are equipped to manage the change Collaboration and alignment building strategic vision and plan for the Agency
Managing the Change	Agency team members understand the change and have the skills, behaviors, and tools to successfully navigate through the transformation	Skills and competency training for new roles including continuous improvement Equity training based on living into equity value	Risks and issues are being surfaced and addressed in a timely manner
Reinforcing the Change	Reinforcing the change is a critical component to ensure that change sticks and the new ways of working stay in place	Celebrate successes Gather feedback from teams on how CAP and the new organization is working	The Agency is adapting based on continuous improvement

As of December 2021, we have successfully partnered with the Agency to:

- Co-design and co-develop a holistic Agency Communication and Engagement Plan
- Facilitate weekly communication meetings to discuss upcoming communication needs, audiences, and communication channels
- Co-design and co-develop a comprehensive Organizational Change Management Plan with timelines, owners, and milestones

In January we will be finalizing the Agency Change Management Training Plan and facilitating Change Management training so that each manager understands their role and is able to confidently and effectively “show up” as a change leader throughout the change process.

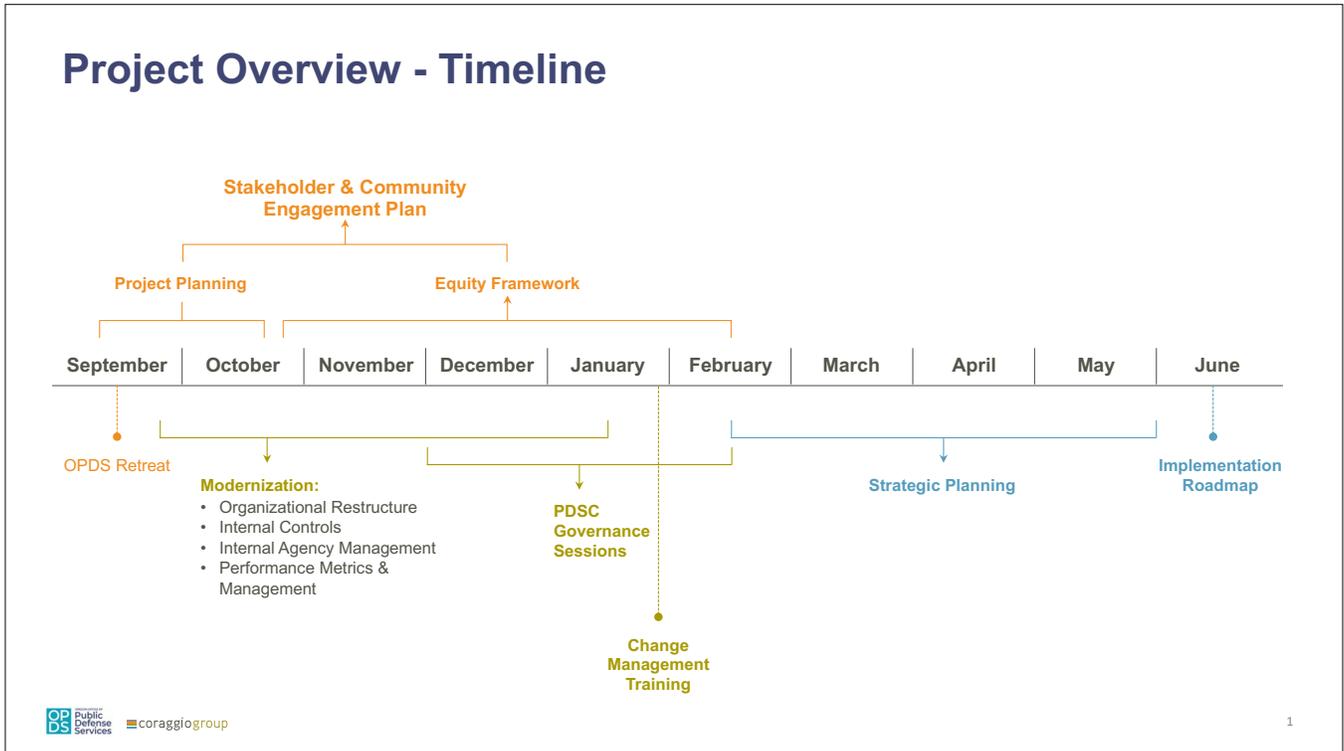
The training will be a mix of theory, context, and activities to accelerate learning. The modular training approach will be adapted based on the topics that are most relevant to the Agency. The training needs will be informed from the Insight Report and may include:

- **Understanding Change and Transition** – providing context for the difference between change & transition and sources of stress
- **Managing Individual Change** – based on PROSCI and other change models, sharing the transition process that happens regardless of the size or scale of the change
- **Leading through Change** – sharing tools and techniques to help lead yourself and others through the transition.

Appendices

- A. Agency Modernization Timeline
- B. Stakeholder Engagement Survey Questions
- C. Agency Staff Survey Results
- D. CAP Organizational Design
- E. Agency Organizational Design
- F. Agency Risk Assessment Heat Map
- G. Agency Process Taxonomy

Appendix A: Agency Modernization Timeline





OPDS Client Survey - 2021

Introducing this Survey

This online survey is designed to gather feedback from clients of public defenders. Thank you in advance for your voluntary participation.

Please keep in mind:

- **OPDS is not looking for, and does not want to receive, information related to the facts of your case. Rather, OPDS is looking for feedback on your public defense attorney and your experience with that attorney. We cannot guarantee the confidentiality of sensitive case-related information.**
- The survey should take less than 15 minutes to complete.
- Please complete the survey in one session. If you exit the survey or leave the survey window open for an extended period, your partial response will be submitted and you will be unable to retake the survey.
- Once you press 'Done' your input will be sent directly to Coraggio Group. We will use this information to prepare a report that will be shared with OPDS.
- Please submit your candid and confidential responses by end of day on January 15 2022.
- Please note that any information you provide about the specific performance of a public defender will not be shared with OPDS. Additionally, any information you provide will have no bearing on your case, nor will it resolve any current complaint you may have.

Alternatively, if you would like to return a completed paper questionnaire, please send it directly to:

Jen Gray-O'Connor
Coraggio Group
2240 N. Interstate Avenue
Suite 300
Portland
OR 97277.

If you have any questions about this survey or the process in general, please contact Jen Gray-O'Connor at jen@coraggiogroup.com.

Thank you once again for your participation. Your input is both important and valuable to this work.

- Coraggio Group

OPDS Client Survey - 2021

Client Feedback

1. How long has it been since you had an interaction with a public defender?

- Less than 1 year
- 1-2 years
- 3-5 years
- 5+ years
- Never

2. In my most recent case, I was represented by a public defender in the following type of case:

- Adult criminal/criminal contempt (violation of restraining order) case
- Adult criminal probation violation case
- Juvenile delinquency
- Juvenile dependency/termination of parental rights
- Civil commitment
- Direct appeal in adult criminal/criminal contempt (violation of restraining order) case
- Direct appeal in adult criminal probation violation case
- Direct appeal in juvenile delinquency case
- Direct appeal in dependency case
- Direct appeal in civil commitment case
- Judicial review in parole/post-prison supervision case
- Post-conviction relief in adult criminal case
- Post-conviction relief in juvenile delinquency case
- Direct appeal in post-conviction relief case
- Other (please specify):

3. Using the following scale, how strongly do you agree or disagree with each of these statements?

	5 - Strongly Agree	4	3	2	1 - Strongly Disagree
My attorney regularly came to visit me in jail, prison, or other detention facility	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
As a youth in a dependency case, my attorney spoke with me at least every 90 days	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My attorney represented me until my case ended (I received a trial or appellate judgement)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My attorney returned my phone calls quickly	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
As a youth in a dependency case, my attorney came to visit me when I moved to a new placement or returned home	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My attorney did a good job	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The staff in my attorney's office were helpful to me	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My attorney came to all of my important hearings	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My attorney kept me informed about what was happening in my case	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My attorney explained the law to me so that I could make important decisions in my case	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I trusted my attorney's legal advice	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I felt my attorney was prepared	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I felt like my attorney listened to me	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I was able to communicate with my attorney and others on my defense team in my preferred language	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My attorney recognized and valued my culture and heritage	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I knew who to contact if I had a complaint about my attorney	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
COVID-19 restrictions impacted how I communicated with my attorney	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

OPDS Client Survey - 2021

Client Feedback

4. What are the top three most important qualities in a good attorney?

Quality 1:

Quality 2:

Quality 3:

5. What are the three words you would use to describe your attorney?

Word 1:

Word 2:

Word 3:

6. What is one thing you think your attorney should do to improve?

OPDS Client Survey - 2021

Demographics

7. What is your age?

- Under 18
- 18-24
- 25-30
- 31-44
- 45-59
- 60-74
- Over 74
- Prefer not to answer

8. What is your highest level of education?

- Some high school or less
- High school degree/GED
- Some college, but no degree
- Associates degree
- Bachelor's or higher
- Prefer not to answer

9. What is your current gender?

- Non-binary
- Man
- Woman
- Transgender
- A gender not listed here
- Prefer not to answer

10. What is your racial background?

- Caucasian/White
- African-American/Black
- Asian
- Native Hawaiian/Pacific Islander
- Native American
- More than one race
- Prefer not to answer
- Other (please specify)

11. Do you describe yourself as Spanish, Hispanic, Latino/a/x, or Chicano?

- Yes
- No

12. What is your ZIP code?

13. As part of OPDS' engagement process, we would like to invite you to participate in a 90 minute focus group.

If you would be interested in participating, please either email: Jen@coraggiogroup.com, or leave your name and contact details here:

Name:

Email / Telephone:



OPDS Partner Survey - 2021

Introducing this Survey

The questions on the online survey are designed to gather feedback from justice-system stakeholders. Thank you in advance for your voluntary participation.

Please keep in mind:

- **All responses are confidential.**
- **The survey should take less than 15 minutes to complete.**
- **Please complete the survey in one session. If you exit the survey or leave the survey window open for an extended period, your partial response will be submitted and you will be unable to retake the survey.**
- **Once you press 'Done' your input will be sent directly to Coraggio Group. We will use this information to prepare a report that will be shared with OPDS.**

Please submit your candid and confidential responses by end of day on December 31, 2021.

If you have any questions about this survey or the process in general, please contact Jen Gray-O'Connor at jen@coraggiogroup.com.

Thank you once again for your participation. Your input is both important and valuable to this work.

- Coraggio Group



OPDS Partner Survey - 2021

About You

1. What is your role in the justice system?

- Judge or Justice (trial or appellate)
- Citizen Review Board Coordinator
- Department of Justice Attorney
- Department of Human Services Caseworker
- Juvenile Department Director
- Prosecutor
- Court Appointed Special Advocate
- Court administrator (trial or appellate)
- Other (please specify)
- Civil Commitment Investigator
- Community Corrections
- Board of Parole and Post-Prison Supervision
- Psychiatric Security Review Board
- Jail Commander
- Social service provider (not paid via NRE system)
- Non-profit advocacy organization

2. How long have you worked in Oregon's justice system?

- Less than 1 year
- 1 to 4 years
- 5 to 10 years
- More than 10 years

OPDS Partner Survey - 2021

Service Delivery

3. My work involves or intersects primarily with the following case types (check all that apply):

- Adult criminal/criminal contempt cases
- Probation violation cases
- Juvenile delinquency
- Juvenile dependency/termination of parental rights
- Civil commitments
- Direct appeals in adult criminal/criminal contempt cases
- Direct appeals in probation violation cases
- Direct appeals in juvenile delinquency cases
- Direct appeals in dependency cases
- Direct appeals in civil commitment cases
- Post-conviction relief in adult criminal cases
- Post-conviction relief in juvenile delinquency cases
- Direct appeal in post-conviction relief cases
- Other (please specify):

* 4. In which judicial district or court do you work? (If you work in multiple judicial districts, please complete the survey for the judicial district that you are most familiar with.)



OPDS Partner Survey - 2021

OPDS Service Delivery

5. Using the following scale, how strongly do you agree or disagree with each of these statements?

	5 - Strongly Agree	4	3	2	1 - Strongly Disagree	Don't Know or N/A
I regularly interact with OPDS administrative or business services	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I regularly interact with OPDS appellate division	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
OPDS provides timely answers to justice-system stakeholder questions	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
OPDS employees respond to calls for assistance in a professional manner	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
OPDS responds to justice-system stakeholder questions or issues with accurate information	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
OPDS responds to justice-system stakeholder questions or issues with helpful information	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I know who to approach at OPDS if I have a question or issue	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I know the process or person to go through if I am not satisfied with OPDS's initial response	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
OPDS leadership is professional	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
OPDS is well managed by leadership	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
OPDS employees reflect the diversity of the communities we serve	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
OPDS's policies and practices positively influence the delivery of public defense services	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

For Adult Criminal/Criminal Contempt (e.g., Violation of Restraining Order) Cases

6. Using a 5-star rating, where 1 is poor and 5 is excellent, please rate your overall assessment of the quality of public defense representation in **adult criminal /criminal contempt (e.g., violation of restraining order) cases:**



7. Do you question the competence of any public defense attorneys in your jurisdiction?

- Yes
- No

8. How would you describe the caseloads of public defense attorneys in your jurisdiction?

- Significantly too large
- Somewhat too large
- About right
- Somewhat too small
- Significantly too small

9. Thinking about public defense attorneys, do you believe they:

	All of the time	Most of the time	Sometimes	Rarely	Never	Don't Know or N/A
Are proficient in the applicable substantive law	<input type="radio"/>					
Are proficient in the applicable procedural law	<input type="radio"/>					
Abide by the Oregon Rules of Professional Conduct	<input type="radio"/>					
Follow the rules of court	<input type="radio"/>					
Acquire and maintain appropriate training and experience	<input type="radio"/>					
Have the skills necessary to provide high-quality representation	<input type="radio"/>					
Devote adequate time and resources to their cases	<input type="radio"/>					
Engage in preparation necessary for high-quality representation	<input type="radio"/>					
Appear to establish and maintain a relationship of trust and open communication with their clients	<input type="radio"/>					
Appear to keep their clients informed and seek the lawful objectives of their clients	<input type="radio"/>					
Provide high-quality representation for their clients	<input type="radio"/>					

OPDS Partner Survey - 2021

For Probation Violation Cases

10. Using a 5-star rating, where 1 is poor and 5 is excellent, please rate your overall assessment of the quality of public defense representation in **probation violation cases**:



A horizontal bar containing five white stars on a light gray background, representing a 5-star rating scale.

11. Do you question the competence of any public defense attorneys in your jurisdiction?

- Yes
- No

12. How would you describe the caseloads of public defense attorneys in your jurisdiction?

- Significantly too large
- Somewhat too large
- About right
- Somewhat too small
- Significantly too small

13. Thinking about public defense attorneys, do you believe they:

	All of the time	Most of the time	Sometimes	Rarely	Never	Don't Know or N/A
Are proficient in the applicable substantive law	<input type="radio"/>					
Are proficient in the applicable procedural law	<input type="radio"/>					
Abide by the Oregon Rules of Professional Conduct	<input type="radio"/>					
Follow the rules of court	<input type="radio"/>					
Acquire and maintain appropriate training and experience	<input type="radio"/>					
Have the skills necessary to provide high-quality representation	<input type="radio"/>					
Devote adequate time and resources to their cases	<input type="radio"/>					
Engage in preparation necessary for high-quality representation	<input type="radio"/>					
Appear to establish and maintain a relationship of trust and open communication with their clients	<input type="radio"/>					
Appear to keep their clients informed and seek the lawful objectives of their clients	<input type="radio"/>					
Provide high-quality representation for their clients	<input type="radio"/>					

OPDS Partner Survey - 2021

For Juvenile Delinquency Cases

14. Using a 5-star rating, where 1 is poor and 5 is excellent, please rate your overall assessment of the quality of public defense representation in **juvenile delinquency cases**:

15. Do you question the competence of any public defense attorneys in your jurisdiction?

- Yes
- No

16. How would you describe the caseloads of public defense attorneys in your jurisdiction?

- Significantly too large
- Somewhat too large
- About right
- Somewhat too small
- Significantly too small

17. Thinking about public defense attorneys, do you believe they:

	All of the time	Most of the time	Sometimes	Rarely	Never	Don't Know or N/A
Are proficient in the applicable substantive law	<input type="radio"/>					
Are proficient in the applicable procedural law	<input type="radio"/>					
Abide by the Oregon Rules of Professional Conduct	<input type="radio"/>					
Follow the rules of court	<input type="radio"/>					
Acquire and maintain appropriate training and experience	<input type="radio"/>					
Have the skills necessary to provide high-quality representation	<input type="radio"/>					
Devote adequate time and resources to their cases	<input type="radio"/>					
Engage in preparation necessary for high-quality representation	<input type="radio"/>					
Appear to establish and maintain a relationship of trust and open communication with their clients	<input type="radio"/>					
Appear to keep their clients informed and seek the lawful objectives of their clients	<input type="radio"/>					
Provide high-quality representation for their clients	<input type="radio"/>					

For Juvenile Dependency/Termination of Parental Rights Cases

18. Using a 5-star rating, where 1 is poor and 5 is excellent, please rate your overall assessment of the quality of public defense representation in **juvenile dependency/termination of parental rights cases**:



A horizontal bar containing five white stars on a light gray background, representing a 5-star rating scale.

19. Do you question the competence of any public defense attorneys in your jurisdiction?

- Yes
- No

20. How would you describe the caseloads of public defense attorneys in your jurisdiction?

- Significantly too large
- Somewhat too large
- About right
- Somewhat too small
- Significantly too small

21. Thinking about public defense attorneys, do you believe they:

	All of the time	Most of the time	Sometimes	Rarely	Never	Don't Know or N/A
Are proficient in the applicable substantive law	<input type="radio"/>					
Are proficient in the applicable procedural law	<input type="radio"/>					
Abide by the Oregon Rules of Professional Conduct	<input type="radio"/>					
Follow the rules of court	<input type="radio"/>					
Acquire and maintain appropriate training and experience	<input type="radio"/>					
Have the skills necessary to provide high-quality representation	<input type="radio"/>					
Devote adequate time and resources to their cases	<input type="radio"/>					
Engage in preparation necessary for high-quality representation	<input type="radio"/>					
Appear to establish and maintain a relationship of trust and open communication with their clients	<input type="radio"/>					
Appear to keep their clients informed and seek the lawful objectives of their clients	<input type="radio"/>					
Provide high-quality representation for their clients	<input type="radio"/>					

OPDS Partner Survey - 2021

For Civil Commitments Cases

22. Using a 5-star rating, where 1 is poor and 5 is excellent, please rate your overall assessment of the quality of public defense representation in **civil commitments cases**:

★ ★ ★ ★ ★

23. Do you question the competence of any public defense attorneys in your jurisdiction?

- Yes
- No

24. How would you describe the caseloads of public defense attorneys in your jurisdiction?

- Significantly too large
- Somewhat too large
- About right
- Somewhat too small
- Significantly too small

25. Thinking about public defense attorneys, do you believe they:

	All of the time	Most of the time	Sometimes	Rarely	Never	Don't Know or N/A
Are proficient in the applicable substantive law	<input type="radio"/>					
Are proficient in the applicable procedural law	<input type="radio"/>					
Abide by the Oregon Rules of Professional Conduct	<input type="radio"/>					
Follow the rules of court	<input type="radio"/>					
Acquire and maintain appropriate training and experience	<input type="radio"/>					
Have the skills necessary to provide high-quality representation	<input type="radio"/>					
Devote adequate time and resources to their cases	<input type="radio"/>					
Engage in preparation necessary for high-quality representation	<input type="radio"/>					
Appear to establish and maintain a relationship of trust and open communication with their clients	<input type="radio"/>					
Appear to keep their clients informed and seek the lawful objectives of their clients	<input type="radio"/>					
Provide high-quality representation for their clients	<input type="radio"/>					

OPDS Partner Survey - 2021

For Direct Appeals in Adult Criminal/Criminal Contempt Cases

26. Using a 5-star rating, where 1 is poor and 5 is excellent, please rate your overall assessment of the quality of public defense representation in **direct appeals in adult criminal /criminal contempt (e.g., violation of restraining order) cases:**



A horizontal bar containing five white stars on a light gray background, representing a 5-star rating scale.

27. Do you question the competence of any public defense attorneys in your jurisdiction?

- Yes
- No

28. How would you describe the caseloads of public defense attorneys in your jurisdiction?

- Significantly too large
- Somewhat too large
- About right
- Somewhat too small
- Significantly too small

29. Thinking about public defense attorneys, do you believe they:

	All of the time	Most of the time	Sometimes	Rarely	Never	Don't Know or N/A
Are proficient in the applicable substantive law	<input type="radio"/>					
Are proficient in the applicable procedural law	<input type="radio"/>					
Abide by the Oregon Rules of Professional Conduct	<input type="radio"/>					
Follow the rules of court	<input type="radio"/>					
Acquire and maintain appropriate training and experience	<input type="radio"/>					
Have the skills necessary to provide high-quality representation	<input type="radio"/>					
Devote adequate time and resources to their cases	<input type="radio"/>					
Engage in preparation necessary for high-quality representation	<input type="radio"/>					
Appear to establish and maintain a relationship of trust and open communication with their clients	<input type="radio"/>					
Appear to keep their clients informed and seek the lawful objectives of their clients	<input type="radio"/>					
Provide high-quality representation for their clients	<input type="radio"/>					

For Direct Appeals in Probation Violation Cases

30. Using a 5-star rating, where 1 is poor and 5 is excellent, please rate your overall assessment of the quality of public defense representation in **direct appeals in probation violation cases**:

★ ★ ★ ★ ★

31. Do you question the competence of any public defense attorneys in your jurisdiction?

- Yes
- No

32. How would you describe the caseloads of public defense attorneys in your jurisdiction?

- Significantly too large
- Somewhat too large
- About right
- Somewhat too small
- Significantly too small

33. Thinking about public defense attorneys, do you believe they:

	All of the time	Most of the time	Sometimes	Rarely	Never	Don't Know or N/A
Are proficient in the applicable substantive law	<input type="radio"/>					
Are proficient in the applicable procedural law	<input type="radio"/>					
Abide by the Oregon Rules of Professional Conduct	<input type="radio"/>					
Follow the rules of court	<input type="radio"/>					
Acquire and maintain appropriate training and experience	<input type="radio"/>					
Have the skills necessary to provide high-quality representation	<input type="radio"/>					
Devote adequate time and resources to their cases	<input type="radio"/>					
Engage in preparation necessary for high-quality representation	<input type="radio"/>					
Appear to establish and maintain a relationship of trust and open communication with their clients	<input type="radio"/>					
Appear to keep their clients informed and seek the lawful objectives of their clients	<input type="radio"/>					
Provide high-quality representation for their clients	<input type="radio"/>					

OPDS Partner Survey - 2021

For Direct Appeals in Juvenile Delinquency Cases

34. Using a 5-star rating, where 1 is poor and 5 is excellent, please rate your overall assessment of the quality of public defense representation in **direct appeals in juvenile delinquency cases**:



A horizontal bar containing five white stars on a light gray background, representing a 5-star rating scale.

35. Do you question the competence of any public defense attorneys in your jurisdiction?

- Yes
- No

36. How would you describe the caseloads of public defense attorneys in your jurisdiction?

- Significantly too large
- Somewhat too large
- About right
- Somewhat too small
- Significantly too small

37. Thinking about public defense attorneys, do you believe they:

	All of the time	Most of the time	Sometimes	Rarely	Never	Don't Know or N/A
Are proficient in the applicable substantive law	<input type="radio"/>					
Are proficient in the applicable procedural law	<input type="radio"/>					
Abide by the Oregon Rules of Professional Conduct	<input type="radio"/>					
Follow the rules of court	<input type="radio"/>					
Acquire and maintain appropriate training and experience	<input type="radio"/>					
Have the skills necessary to provide high-quality representation	<input type="radio"/>					
Devote adequate time and resources to their cases	<input type="radio"/>					
Engage in preparation necessary for high-quality representation	<input type="radio"/>					
Appear to establish and maintain a relationship of trust and open communication with their clients	<input type="radio"/>					
Appear to keep their clients informed and seek the lawful objectives of their clients	<input type="radio"/>					
Provide high-quality representation for their clients	<input type="radio"/>					

For Direct Appeals in Dependency Cases

38. Using a 5-star rating, where 1 is poor and 5 is excellent, please rate your overall assessment of the quality of public defense representation in **direct appeals in dependency cases**:

★ ★ ★ ★ ★

39. Do you question the competence of any public defense attorneys in your jurisdiction?

- Yes
- No

40. How would you describe the caseloads of public defense attorneys in your jurisdiction?

- Significantly too large
- Somewhat too large
- About right
- Somewhat too small
- Significantly too small

41. Thinking about public defense attorneys, do you believe they:

	All of the time	Most of the time	Sometimes	Rarely	Never	Don't Know or N/A
Are proficient in the applicable substantive law	<input type="radio"/>					
Are proficient in the applicable procedural law	<input type="radio"/>					
Abide by the Oregon Rules of Professional Conduct	<input type="radio"/>					
Follow the rules of court	<input type="radio"/>					
Acquire and maintain appropriate training and experience	<input type="radio"/>					
Have the skills necessary to provide high-quality representation	<input type="radio"/>					
Devote adequate time and resources to their cases	<input type="radio"/>					
Engage in preparation necessary for high-quality representation	<input type="radio"/>					
Appear to establish and maintain a relationship of trust and open communication with their clients	<input type="radio"/>					
Appear to keep their clients informed and seek the lawful objectives of their clients	<input type="radio"/>					
Provide high-quality representation for their clients	<input type="radio"/>					

For Direct Appeals in Civil Commitment Cases

42. Using a 5-star rating, where 1 is poor and 5 is excellent, please rate your overall assessment of the quality of public defense representation in **direct appeals in civil commitment cases**:



A horizontal bar containing five white stars on a light gray background, representing a 5-star rating scale.

43. Do you question the competence of any public defense attorneys in your jurisdiction?

- Yes
- No

44. How would you describe the caseloads of public defense attorneys in your jurisdiction?

- Significantly too large
- Somewhat too large
- About right
- Somewhat too small
- Significantly too small

45. Thinking about public defense attorneys, do you believe they:

	All of the time	Most of the time	Sometimes	Rarely	Never	Don't Know or N/A
Are proficient in the applicable substantive law	<input type="radio"/>					
Are proficient in the applicable procedural law	<input type="radio"/>					
Abide by the Oregon Rules of Professional Conduct	<input type="radio"/>					
Follow the rules of court	<input type="radio"/>					
Acquire and maintain appropriate training and experience	<input type="radio"/>					
Have the skills necessary to provide high-quality representation	<input type="radio"/>					
Devote adequate time and resources to their cases	<input type="radio"/>					
Engage in preparation necessary for high-quality representation	<input type="radio"/>					
Appear to establish and maintain a relationship of trust and open communication with their clients	<input type="radio"/>					
Appear to keep their clients informed and seek the lawful objectives of their clients	<input type="radio"/>					
Provide high-quality representation for their clients	<input type="radio"/>					

For Post-Conviction Relief in Adult Criminal Cases

46. Using a 5-star rating, where 1 is poor and 5 is excellent, please rate your overall assessment of the quality of public defense representation in **post-conviction relief in adult criminal cases**:

★ ★ ★ ★ ★

47. Do you question the competence of any public defense attorneys in your jurisdiction?

Yes

No

48. How would you describe the caseloads of public defense attorneys in your jurisdiction?

Significantly too large

Somewhat too large

About right

Somewhat too small

Significantly too small

49. Thinking about public defense attorneys, do you believe they:

	All of the time	Most of the time	Sometimes	Rarely	Never	Don't Know or N/A
Are proficient in the applicable substantive law	<input type="radio"/>					
Are proficient in the applicable procedural law	<input type="radio"/>					
Abide by the Oregon Rules of Professional Conduct	<input type="radio"/>					
Follow the rules of court	<input type="radio"/>					
Acquire and maintain appropriate training and experience	<input type="radio"/>					
Have the skills necessary to provide high-quality representation	<input type="radio"/>					
Devote adequate time and resources to their cases	<input type="radio"/>					
Engage in preparation necessary for high-quality representation	<input type="radio"/>					
Appear to establish and maintain a relationship of trust and open communication with their clients	<input type="radio"/>					
Appear to keep their clients informed and seek the lawful objectives of their clients	<input type="radio"/>					
Provide high-quality representation for their clients	<input type="radio"/>					

For Post-Conviction Relief in Juvenile Delinquency Cases

50. Using a 5-star rating, where 1 is poor and 5 is excellent, please rate your overall assessment of the quality of public defense representation in **post-conviction relief in juvenile delinquency cases**:



A horizontal bar containing five white stars on a light gray background, representing a 5-star rating scale.

51. Do you question the competence of any public defense attorneys in your jurisdiction?

- Yes
- No

52. How would you describe the caseloads of public defense attorneys in your jurisdiction?

- Significantly too large
- Somewhat too large
- About right
- Somewhat too small
- Significantly too small

53. Thinking about public defense attorneys, do you believe they:

	All of the time	Most of the time	Sometimes	Rarely	Never	Don't Know or N/A
Are proficient in the applicable substantive law	<input type="radio"/>					
Are proficient in the applicable procedural law	<input type="radio"/>					
Abide by the Oregon Rules of Professional Conduct	<input type="radio"/>					
Follow the rules of court	<input type="radio"/>					
Acquire and maintain appropriate training and experience	<input type="radio"/>					
Have the skills necessary to provide high-quality representation	<input type="radio"/>					
Devote adequate time and resources to their cases	<input type="radio"/>					
Engage in preparation necessary for high-quality representation	<input type="radio"/>					
Appear to establish and maintain a relationship of trust and open communication with their clients	<input type="radio"/>					
Appear to keep their clients informed and seek the lawful objectives of their clients	<input type="radio"/>					
Provide high-quality representation for their clients	<input type="radio"/>					

For Direct Appeals in Post-Conviction Relief Cases

54. Using a 5-star rating, where 1 is poor and 5 is excellent, please rate your overall assessment of the quality of public defense representation in **direct appeals in post-conviction relief cases**:

55. Do you question the competence of any public defense attorneys in your jurisdiction?

- Yes
- No

56. How would you describe the caseloads of public defense attorneys in your jurisdiction?

- Significantly too large
- Somewhat too large
- About right
- Somewhat too small
- Significantly too small

57. Thinking about public defense attorneys, do you believe they:

	All of the time	Most of the time	Sometimes	Rarely	Never	Don't Know or N/A
Are proficient in the applicable substantive law	<input type="radio"/>					
Are proficient in the applicable procedural law	<input type="radio"/>					
Abide by the Oregon Rules of Professional Conduct	<input type="radio"/>					
Follow the rules of court	<input type="radio"/>					
Acquire and maintain appropriate training and experience	<input type="radio"/>					
Have the skills necessary to provide high-quality representation	<input type="radio"/>					
Devote adequate time and resources to their cases	<input type="radio"/>					
Engage in preparation necessary for high-quality representation	<input type="radio"/>					
Appear to establish and maintain a relationship of trust and open communication with their clients	<input type="radio"/>					
Appear to keep their clients informed and seek the lawful objectives of their clients	<input type="radio"/>					
Provide high-quality representation for their clients	<input type="radio"/>					

For Other Cases

58. Please specify the type of other cases you are commenting on:

For Other Cases

59. Using a 5-star rating, where 1 is poor and 5 is excellent, please rate your overall assessment of the quality of public defense representation in **other cases**:

60. Do you question the competence of any public defense attorneys in your jurisdiction?

- Yes
- No

61. How would you describe the caseloads of public defense attorneys in your jurisdiction?

- Significantly too large
- Somewhat too large
- About right
- Somewhat too small
- Significantly too small

62. Thinking about public defense attorneys, do you believe they:

	All of the time	Most of the time	Sometimes	Rarely	Never	Don't Know or N/A
Are proficient in the applicable substantive law	<input type="radio"/>					
Are proficient in the applicable procedural law	<input type="radio"/>					
Abide by the Oregon Rules of Professional Conduct	<input type="radio"/>					
Follow the rules of court	<input type="radio"/>					
Acquire and maintain appropriate training and experience	<input type="radio"/>					
Have the skills necessary to provide high-quality representation	<input type="radio"/>					
Devote adequate time and resources to their cases	<input type="radio"/>					
Engage in preparation necessary for high-quality representation	<input type="radio"/>					
Appear to establish and maintain a relationship of trust and open communication with their clients	<input type="radio"/>					
Appear to keep their clients informed and seek the lawful objectives of their clients	<input type="radio"/>					

OPDS Partner Survey - 2021

Operational Excellence

63. What do you believe OPDS sees as its mission?

64. What should be OPDS's mission?

65. What are the three words you would use to describe OPDS?

Word 1:

Word 2:

Word 3:

66. What do you believe are the top three priorities or actions that should be the focus of OPDS over the next three years?

Priority/Action 1:

Priority/Action 2:

Priority/Action 3:

67. What does OPDS do well?

68. Where does OPDS need to improve?

69. What are the biggest barriers facing the public defense system?

Barrier 1:

Barrier 2:

Barrier 3:

OPDS Partner Survey - 2021

Demographics

70. What is your current gender?

- Non-binary
- Man
- Woman
- Transgender
- A gender not listed here
- Prefer not to say

71. What is your age?

- Under 30
- 30-44
- 45-59
- 60-74
- Over 74
- Prefer not to answer

72. What is your highest level of education?

- Some high school or less
- High school degree/GED
- Some college, but no degree
- Associates degree
- Bachelor's degree
- Advance degree post Bachelor's
- Prefer not to answer

73. What is your racial background?

- Caucasian/White
- African-American/Black
- Asian
- Native Hawaiian/Pacific Islander
- Native American
- More than one race
- Prefer not to answer
- Other (please specify)

74. Do you describe yourself as Spanish, Hispanic, Latino/a/x, or Chicano?

- Yes
- No

75. What is your ZIP code?



OPDS Provider Survey - 2021

Introducing this Survey

This online survey is designed to gather feedback from public defense providers. Thank you in advance for your voluntary participation.

Please keep in mind:

- **All responses are confidential.**
- **The survey should take less than 15 minutes to complete.**
- **Please complete the survey in one session. If you exit the survey or leave the survey window open for an extended period, your partial response will be submitted and you will be unable to retake the survey.**
- **Once you press 'Done' your input will be sent directly to Coraggio Group. We will use this information to prepare a report that will be shared with OPDS.**

Please submit your candid and confidential responses by end of day on December 31, 2021. If you have any questions about this survey or the process in general, please contact Jen Gray-O'Connor at jen@coraggiogroup.com.

Thank you once again for your participation. Your input is both important and valuable to this work.

- Coraggio Group

OPDS Provider Survey - 2021

About You

* 1. What kind of organization do you work in?

- Nonprofit Public Defense Office
- Consortia or Law Office
- Non-attorney provider paid through NRE system

2. How long have you worked in state public defense?

- Less than 1 year
- 1 to 4 years
- 5 to 10 years
- More than 10 years

OPDS Provider Survey - 2021

Your Role

* 3. What is your role within your organization?

- Attorney
- Non-attorney Staff
- Contract Administrator
- Other (please specify)
- Investigator
- Mitigator
- Dependency case manager

OPDS Provider Survey - 2021

Your Role

* 4. What is your role?

- Investigator
- Mitigator
- Transcriptionist
- Interpreter/translator
- Dependency case manager
- Other (please specify)
- Paralegal/legal support staff
- Polygrapher
- Psychologist/psychiatrist
- CDAC

OPDS Provider Survey - 2021

Service Delivery

5. My state court-appointed work involves primarily the following case types (please check all that apply):

Or if you are a **Contract Administrator**: Our contract primarily involves the following case types (please check all that apply):

- Adult criminal/criminal contempt cases
- Probation violation cases
- Juvenile delinquency
- Juvenile dependency/termination of parental rights
- Civil commitments
- Direct appeals in adult criminal/criminal contempt cases
- Direct appeals in probation violation cases
- Direct appeals in juvenile delinquency cases
- Direct appeals in dependency cases
- Direct appeals in civil commitment cases
- Post-conviction relief in adult criminal cases
- Post-conviction relief in juvenile delinquency cases
- Direct appeal in post-conviction relief cases
- Other (please specify):

* 6. In which judicial district or court do you work? (If you work in multiple judicial districts, please complete the survey for the judicial district that you are most familiar with.)

OPDS Provider Survey - 2021

Your Work Environment

7. Using the following scale, how strongly do you agree or disagree with each of these statements?

	5 - Strongly Agree	4	3	2	1 - Strongly Disagree	Don't Know or N/A
My office, firm, or consortia has a mission of high-quality, client-centered representation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My workload is manageable	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I have access to the non-human resources (e.g., space, office supplies, technology, etc.) necessary to do my court-appointed work	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I have access to the human resources (e.g., staff support) necessary to do my court-appointed work	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I have access to the investigators necessary to do my work	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I have access to the experts necessary to do my work	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I have been given the experience, training, and skills necessary to do my job well	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I have access to the supervision and/or mentoring necessary to improve over time	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Doing court-appointed work is a sustainable way for me to earn a living	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My office, firm, or consortia is able to attract highly qualified employees	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My office, firm, or consortia is able to retain highly qualified employees	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The people working in my firm, office, or consortia reflect the diversity of the community we are a part of	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My office, firm, or consortia works effectively with other justice-system stakeholders to promote the needs of our clients	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I feel valued for the work that I do	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I work in an environment that supports my mental and physical well-being	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

OPDS Provider Survey - 2021

Non-Attorney Public Defense Professionals Paid Through NRE System

8. Using the following scale, how strongly do you agree or disagree with each of these statements?

	5 - Strongly Agree	4	3	2	1 - Strongly Disagree	Don't Know or N/A
There are enough qualified professionals in my field doing state court public defense work	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
There are clear pathways for people interested in my field to gain the training, experience, and skills necessary to do the work that work I do	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I want to continue doing state court public defense work	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Doing state court public defense work is a sustainable way for me to earn a living	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
OPDS's policies and procedures ensure that the people doing state court public defense work in my field meet minimum standards of quality	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
OPDS understands what skills, training, and experience are necessary to do the work that I do	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I prioritize non-OPDS work opportunities over state public defense work because of OPDS's policies or procedures	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I prioritize non-OPDS work opportunities because of OPDS's rates	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I prioritize non-OPDS work opportunities because of OPDS employees	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I prioritize non-OPDS work opportunities because of OPDS management and/or leadership	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The people working in my profession reflect the diversity of the community we are a part of	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am able to maintain a healthy work-life balance and my well-being	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am paid in a timely fashion	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am satisfied with the manner in which I am paid	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

OPDS Provider Survey - 2021

Contract Administrators

9. Using the following scale, how strongly do you agree or disagree with each of these statements?

	5 - Strongly Agree	4	3	2	1 - Strongly Disagree	Don't Know or N/A
My office, firm, or consortia has a mission of high-quality, client-centered representation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My office, firm, or consortia is able to attract highly qualified employees	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My office, firm, or consortia is able to retain highly qualified employees	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My office, firm, or consortia is equipped to provide adequate oversight, supervision, or mentoring to attorneys and non-attorney staff	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My office, firm, or consortia is able to attract and retain attorneys and non-attorney staff that reflect the diversity of the community we are a part of	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My office, firm, or consortia is equipped to provide sufficient training to new attorneys and non-attorney staff	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My office, firm, or consortia is equipped to provide sufficient training to existing attorneys and non-attorney staff	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My office, firm, or consortia can accommodate attorney and non-attorney absences	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My office, firm, or consortia has the supports necessary to allow attorneys to handle new case types	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My office, firm, or consortia has the non-human resources (e.g., space, office supplies, technology, etc.) necessary to do our court-appointed work	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My office, firm, or consortia has the human resources (e.g., staff support) necessary to do our court-appointed work	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My office, firm, or consortia has sufficient access to investigators	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My office, firm, or consortia has sufficient access to experts	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
There are sufficient attorneys qualified to handle the case types in my jurisdiction	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

OPDS Provider Survey - 2021

OPDS

10. Using the following scale, how strongly do you agree or disagree with each of these statements?

	5 - Strongly Agree	4	3	2	1 - Strongly Disagree	Don't Know or N/A
I regularly interact with OPDS administrative or business services	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I regularly interact with OPDS appellate division	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
OPDS employees provide timely answers to questions	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
OPDS employees respond to calls for assistance in a professional manner	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
OPDS employees respond to questions or issues with accurate information	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I know who to approach at OPDS if I have a question or issue	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I know the process or person to go through if I am not satisfied with OPDS's initial response	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I understand the policies and procedures for requesting non-routine expense funds	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The non-routine expense process is easy to use	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I understand the policies and procedures for invoicing and payments	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The invoicing and payment process is easy to use	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
OPDS leadership is professional	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
OPDS is well managed by leadership	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
OPDS employees reflect the diversity of the communities we serve	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

For Adult Criminal/Criminal Contempt (e.g., Violation of Restraining Order) Cases

11. Using a 5-star rating, where 1 is poor and 5 is excellent, please rate your overall assessment of the quality of public defense representation in **adult criminal /criminal contempt (e.g., violation of restraining order) cases:**

12. Do you question the competence of any public defense attorneys in your jurisdiction?

- Yes
- No

13. How would you describe the caseloads of public defense attorneys in your jurisdiction?

- Significantly too large
- Somewhat too large
- About right
- Somewhat too small
- Significantly too small

14. Thinking about public defense attorneys, do you believe they:

	All of the time	Most of the time	Sometimes	Rarely	Never	Don't know or N/A
Are proficient in the applicable substantive law	<input type="radio"/>					
Are proficient in the applicable procedural law	<input type="radio"/>					
Abide by the Oregon Rules of Professional Conduct	<input type="radio"/>					
Follow the rules of court	<input type="radio"/>					
Acquire and maintain appropriate training and experience	<input type="radio"/>					
Have the skills necessary to provide high-quality representation	<input type="radio"/>					
Devote adequate time and resources to their cases	<input type="radio"/>					
Engage in preparation necessary for high-quality representation	<input type="radio"/>					
Appear to establish and maintain a relationship of trust and open communication with their clients	<input type="radio"/>					
Appear to keep their clients informed and seek the lawful objectives of their clients	<input type="radio"/>					
Provide high-quality representation for their clients	<input type="radio"/>					

OPDS Provider Survey - 2021

For Probation Violation Cases

15. Using a 5-star rating, where 1 is poor and 5 is excellent, please rate your overall assessment of the quality of public defense representation in **probation violation cases**:



A horizontal bar containing five white stars on a light gray background, representing a 5-star rating scale.

16. Do you question the competence of any public defense attorneys in your jurisdiction?

- Yes
- No

17. How would you describe the caseloads of public defense attorneys in your jurisdiction?

- Significantly too large
- Somewhat too large
- About right
- Somewhat too small
- Significantly too small

18. Thinking about public defense attorneys, do you believe they:

	All of the time	Most of the time	Sometimes	Rarely	Never	Don't know or N/A
Are proficient in the applicable substantive law	<input type="radio"/>					
Are proficient in the applicable procedural law	<input type="radio"/>					
Abide by the Oregon Rules of Professional Conduct	<input type="radio"/>					
Follow the rules of court	<input type="radio"/>					
Acquire and maintain appropriate training and experience	<input type="radio"/>					
Have the skills necessary to provide high-quality representation	<input type="radio"/>					
Devote adequate time and resources to their cases	<input type="radio"/>					
Engage in preparation necessary for high-quality representation	<input type="radio"/>					
Appear to establish and maintain a relationship of trust and open communication with their clients	<input type="radio"/>					
Appear to keep their clients informed and seek the lawful objectives of their clients	<input type="radio"/>					
Provide high-quality representation for their clients	<input type="radio"/>					

OPDS Provider Survey - 2021

For Juvenile Delinquency Cases

19. Using a 5-star rating, where 1 is poor and 5 is excellent, please rate your overall assessment of the quality of public defense representation in **juvenile delinquency cases**:



A horizontal bar containing five white stars on a light gray background, representing a 5-star rating scale.

20. Do you question the competence of any public defense attorneys in your jurisdiction?

- Yes
- No

21. How would you describe the caseloads of public defense attorneys in your jurisdiction?

- Significantly too large
- Somewhat too large
- About right
- Somewhat too small
- Significantly too small

22. Thinking about public defense attorneys, do you believe they:

	All of the time	Most of the time	Sometimes	Rarely	Never	Don't know or N/A
Are proficient in the applicable substantive law	<input type="radio"/>					
Are proficient in the applicable procedural law	<input type="radio"/>					
Abide by the Oregon Rules of Professional Conduct	<input type="radio"/>					
Follow the rules of court	<input type="radio"/>					
Acquire and maintain appropriate training and experience	<input type="radio"/>					
Have the skills necessary to provide high-quality representation	<input type="radio"/>					
Devote adequate time and resources to their cases	<input type="radio"/>					
Engage in preparation necessary for high-quality representation	<input type="radio"/>					
Appear to establish and maintain a relationship of trust and open communication with their clients	<input type="radio"/>					
Appear to keep their clients informed and seek the lawful objectives of their clients	<input type="radio"/>					
Provide high-quality representation for their clients	<input type="radio"/>					

OPDS Provider Survey - 2021

For Juvenile Dependency/Termination of Parental Rights Cases

23. Using a 5-star rating, where 1 is poor and 5 is excellent, please rate your overall assessment of the quality of public defense representation in **juvenile dependency/termination of parental rights cases**:



A horizontal bar containing five white stars on a light gray background, representing a 5-star rating scale.

24. Do you question the competence of any public defense attorneys in your jurisdiction?

- Yes
- No

25. How would you describe the caseloads of public defense attorneys in your jurisdiction?

- Significantly too large
- Somewhat too large
- About right
- Somewhat too small
- Significantly too small

26. Thinking about public defense attorneys, do you believe they:

	All of the time	Most of the time	Sometimes	Rarely	Never	Don't know or N/A
Are proficient in the applicable substantive law	<input type="radio"/>					
Are proficient in the applicable procedural law	<input type="radio"/>					
Abide by the Oregon Rules of Professional Conduct	<input type="radio"/>					
Follow the rules of court	<input type="radio"/>					
Acquire and maintain appropriate training and experience	<input type="radio"/>					
Have the skills necessary to provide high-quality representation	<input type="radio"/>					
Devote adequate time and resources to their cases	<input type="radio"/>					
Engage in preparation necessary for high-quality representation	<input type="radio"/>					
Appear to establish and maintain a relationship of trust and open communication with their clients	<input type="radio"/>					
Appear to keep their clients informed and seek the lawful objectives of their clients	<input type="radio"/>					
Provide high-quality representation for their clients	<input type="radio"/>					

OPDS Provider Survey - 2021

For Civil Commitments Cases

27. Using a 5-star rating, where 1 is poor and 5 is excellent, please rate your overall assessment of the quality of public defense representation in **civil commitments cases**:



A horizontal bar containing five white stars on a light gray background, representing a 5-star rating scale.

28. Do you question the competence of any public defense attorneys in your jurisdiction?

- Yes
- No

29. How would you describe the caseloads of public defense attorneys in your jurisdiction?

- Significantly too large
- Somewhat too large
- About right
- Somewhat too small
- Significantly too small

30. Thinking about public defense attorneys, do you believe they:

	All of the time	Most of the time	Sometimes	Rarely	Never	Don't know or N/A
Are proficient in the applicable substantive law	<input type="radio"/>					
Are proficient in the applicable procedural law	<input type="radio"/>					
Abide by the Oregon Rules of Professional Conduct	<input type="radio"/>					
Follow the rules of court	<input type="radio"/>					
Acquire and maintain appropriate training and experience	<input type="radio"/>					
Have the skills necessary to provide high-quality representation	<input type="radio"/>					
Devote adequate time and resources to their cases	<input type="radio"/>					
Engage in preparation necessary for high-quality representation	<input type="radio"/>					
Appear to establish and maintain a relationship of trust and open communication with their clients	<input type="radio"/>					
Appear to keep their clients informed and seek the lawful objectives of their clients	<input type="radio"/>					
Provide high-quality representation for their clients	<input type="radio"/>					

OPDS Provider Survey - 2021

For Direct Appeals in Adult Criminal/Criminal Contempt Cases

31. Using a 5-star rating, where 1 is poor and 5 is excellent, please rate your overall assessment of the quality of public defense representation in **direct appeals in adult criminal /criminal contempt (e.g., violation of restraining order) cases:**



A horizontal bar containing five white stars on a light gray background, representing a 5-star rating scale.

32. Do you question the competence of any public defense attorneys in your jurisdiction?

- Yes
- No

33. How would you describe the caseloads of public defense attorneys in your jurisdiction?

- Significantly too large
- Somewhat too large
- About right
- Somewhat too small
- Significantly too small

34. Thinking about public defense attorneys, do you believe they:

	All of the time	Most of the time	Sometimes	Rarely	Never	Don't know or N/A
Are proficient in the applicable substantive law	<input type="radio"/>					
Are proficient in the applicable procedural law	<input type="radio"/>					
Abide by the Oregon Rules of Professional Conduct	<input type="radio"/>					
Follow the rules of court	<input type="radio"/>					
Acquire and maintain appropriate training and experience	<input type="radio"/>					
Have the skills necessary to provide high-quality representation	<input type="radio"/>					
Devote adequate time and resources to their cases	<input type="radio"/>					
Engage in preparation necessary for high-quality representation	<input type="radio"/>					
Appear to establish and maintain a relationship of trust and open communication with their clients	<input type="radio"/>					
Appear to keep their clients informed and seek the lawful objectives of their clients	<input type="radio"/>					
Provide high-quality representation for their clients	<input type="radio"/>					

For Direct Appeals in Probation Violation Cases

35. Using a 5-star rating, where 1 is poor and 5 is excellent, please rate your overall assessment of the quality of public defense representation in **direct appeals in probation violation cases**:

★ ★ ★ ★ ★

36. Do you question the competence of any public defense attorneys in your jurisdiction?

- Yes
- No

37. How would you describe the caseloads of public defense attorneys in your jurisdiction?

- Significantly too large
- Somewhat too large
- About right
- Somewhat too small
- Significantly too small

38. Thinking about public defense attorneys, do you believe they:

	All of the time	Most of the time	Sometimes	Rarely	Never	Don't know or N/A
Are proficient in the applicable substantive law	<input type="radio"/>					
Are proficient in the applicable procedural law	<input type="radio"/>					
Abide by the Oregon Rules of Professional Conduct	<input type="radio"/>					
Follow the rules of court	<input type="radio"/>					
Acquire and maintain appropriate training and experience	<input type="radio"/>					
Have the skills necessary to provide high-quality representation	<input type="radio"/>					
Devote adequate time and resources to their cases	<input type="radio"/>					
Engage in preparation necessary for high-quality representation	<input type="radio"/>					
Appear to establish and maintain a relationship of trust and open communication with their clients	<input type="radio"/>					
Appear to keep their clients informed and seek the lawful objectives of their clients	<input type="radio"/>					
Provide high-quality representation for their clients	<input type="radio"/>					

For Direct Appeals in Juvenile Delinquency Cases

39. Using a 5-star rating, where 1 is poor and 5 is excellent, please rate your overall assessment of the quality of public defense representation in **direct appeals in juvenile delinquency cases**:

★ ★ ★ ★ ★

40. Do you question the competence of any public defense attorneys in your jurisdiction?

- Yes
- No

41. How would you describe the caseloads of public defense attorneys in your jurisdiction?

- Significantly too large
- Somewhat too large
- About right
- Somewhat too small
- Significantly too small

42. Thinking about public defense attorneys, do you believe they:

	All of the time	Most of the time	Sometimes	Rarely	Never	Don't know or N/A
Are proficient in the applicable substantive law	<input type="radio"/>					
Are proficient in the applicable procedural law	<input type="radio"/>					
Abide by the Oregon Rules of Professional Conduct	<input type="radio"/>					
Follow the rules of court	<input type="radio"/>					
Acquire and maintain appropriate training and experience	<input type="radio"/>					
Have the skills necessary to provide high-quality representation	<input type="radio"/>					
Devote adequate time and resources to their cases	<input type="radio"/>					
Engage in preparation necessary for high-quality representation	<input type="radio"/>					
Appear to establish and maintain a relationship of trust and open communication with their clients	<input type="radio"/>					
Appear to keep their clients informed and seek the lawful objectives of their clients	<input type="radio"/>					
Provide high-quality representation for their clients	<input type="radio"/>					

OPDS Provider Survey - 2021

For Direct Appeals in Dependency Cases

43. Using a 5-star rating, where 1 is poor and 5 is excellent, please rate your overall assessment of the quality of public defense representation in **direct appeals in dependency cases**:



A horizontal bar containing five white stars on a light gray background, representing a 5-star rating scale.

44. Do you question the competence of any public defense attorneys in your jurisdiction?

- Yes
- No

45. How would you describe the caseloads of public defense attorneys in your jurisdiction?

- Significantly too large
- Somewhat too large
- About right
- Somewhat too small
- Significantly too small

46. Thinking about public defense attorneys, do you believe they:

	All of the time	Most of the time	Sometimes	Rarely	Never	Don't know or N/A
Are proficient in the applicable substantive law	<input type="radio"/>					
Are proficient in the applicable procedural law	<input type="radio"/>					
Abide by the Oregon Rules of Professional Conduct	<input type="radio"/>					
Follow the rules of court	<input type="radio"/>					
Acquire and maintain appropriate training and experience	<input type="radio"/>					
Have the skills necessary to provide high-quality representation	<input type="radio"/>					
Devote adequate time and resources to their cases	<input type="radio"/>					
Engage in preparation necessary for high-quality representation	<input type="radio"/>					
Appear to establish and maintain a relationship of trust and open communication with their clients	<input type="radio"/>					
Appear to keep their clients informed and seek the lawful objectives of their clients	<input type="radio"/>					
Provide high-quality representation for their clients	<input type="radio"/>					

OPDS Provider Survey - 2021

For Direct Appeals in Civil Commitment Cases

47. Using a 5-star rating, where 1 is poor and 5 is excellent, please rate your overall assessment of the quality of public defense representation in **direct appeals in civil commitment cases**:



A horizontal bar containing five white stars on a light gray background, representing a 5-star rating scale.

48. Do you question the competence of any public defense attorneys in your jurisdiction?

- Yes
- No

49. How would you describe the caseloads of public defense attorneys in your jurisdiction?

- Significantly too large
- Somewhat too large
- About right
- Somewhat too small
- Significantly too small

50. Thinking about public defense attorneys, do you believe they:

	All of the time	Most of the time	Sometimes	Rarely	Never	Don't know or N/A
Are proficient in the applicable substantive law	<input type="radio"/>					
Are proficient in the applicable procedural law	<input type="radio"/>					
Abide by the Oregon Rules of Professional Conduct	<input type="radio"/>					
Follow the rules of court	<input type="radio"/>					
Acquire and maintain appropriate training and experience	<input type="radio"/>					
Have the skills necessary to provide high-quality representation	<input type="radio"/>					
Devote adequate time and resources to their cases	<input type="radio"/>					
Engage in preparation necessary for high-quality representation	<input type="radio"/>					
Appear to establish and maintain a relationship of trust and open communication with their clients	<input type="radio"/>					
Appear to keep their clients informed and seek the lawful objectives of their clients	<input type="radio"/>					
Provide high-quality representation for their clients	<input type="radio"/>					

For Post-Conviction Relief in Adult Criminal Cases

51. Using a 5-star rating, where 1 is poor and 5 is excellent, please rate your overall assessment of the quality of public defense representation in **post-conviction relief in adult criminal cases**:



A horizontal bar containing five white stars on a light gray background, representing a 5-star rating scale.

52. Do you question the competence of any public defense attorneys in your jurisdiction?

- Yes
- No

53. How would you describe the caseloads of public defense attorneys in your jurisdiction?

- Significantly too large
- Somewhat too large
- About right
- Somewhat too small
- Significantly too small

54. Thinking about public defense attorneys, do you believe they:

	All of the time	Most of the time	Sometimes	Rarely	Never	Don't know or N/A
Are proficient in the applicable substantive law	<input type="radio"/>					
Are proficient in the applicable procedural law	<input type="radio"/>					
Abide by the Oregon Rules of Professional Conduct	<input type="radio"/>					
Follow the rules of court	<input type="radio"/>					
Acquire and maintain appropriate training and experience	<input type="radio"/>					
Have the skills necessary to provide high-quality representation	<input type="radio"/>					
Devote adequate time and resources to their cases	<input type="radio"/>					
Engage in preparation necessary for high-quality representation	<input type="radio"/>					
Appear to establish and maintain a relationship of trust and open communication with their clients	<input type="radio"/>					
Appear to keep their clients informed and seek the lawful objectives of their clients	<input type="radio"/>					
Provide high-quality representation for their clients	<input type="radio"/>					

For Post-Conviction Relief in Juvenile Delinquency Cases

55. Using a 5-star rating, where 1 is poor and 5 is excellent, please rate your overall assessment of the quality of public defense representation in **post-conviction relief in juvenile delinquency cases**:

56. Do you question the competence of any public defense attorneys in your jurisdiction?

- Yes
- No

57. How would you describe the caseloads of public defense attorneys in your jurisdiction?

- Significantly too large
- Somewhat too large
- About right
- Somewhat too small
- Significantly too small

58. Thinking about public defense attorneys, do you believe they:

	All of the time	Most of the time	Sometimes	Rarely	Never	Don't know or N/A
Are proficient in the applicable substantive law	<input type="radio"/>					
Are proficient in the applicable procedural law	<input type="radio"/>					
Abide by the Oregon Rules of Professional Conduct	<input type="radio"/>					
Follow the rules of court	<input type="radio"/>					
Acquire and maintain appropriate training and experience	<input type="radio"/>					
Have the skills necessary to provide high-quality representation	<input type="radio"/>					
Devote adequate time and resources to their cases	<input type="radio"/>					
Engage in preparation necessary for high-quality representation	<input type="radio"/>					
Appear to establish and maintain a relationship of trust and open communication with their clients	<input type="radio"/>					
Appear to keep their clients informed and seek the lawful objectives of their clients	<input type="radio"/>					
Provide high-quality representation for their clients	<input type="radio"/>					

For Direct Appeals in Post-Conviction Relief Cases

59. Using a 5-star rating, where 1 is poor and 5 is excellent, please rate your overall assessment of the quality of public defense representation in **direct appeals in post-conviction relief cases**:

60. Do you question the competence of any public defense attorneys in your jurisdiction?

Yes

No

61. How would you describe the caseloads of public defense attorneys in your jurisdiction?

Significantly too large

Somewhat too large

About right

Somewhat too small

Significantly too small

62. Thinking about public defense attorneys, do you believe they:

	All of the time	Most of the time	Sometimes	Rarely	Never	Don't know or N/A
Are proficient in the applicable substantive law	<input type="radio"/>					
Are proficient in the applicable procedural law	<input type="radio"/>					
Abide by the Oregon Rules of Professional Conduct	<input type="radio"/>					
Follow the rules of court	<input type="radio"/>					
Acquire and maintain appropriate training and experience	<input type="radio"/>					
Have the skills necessary to provide high-quality representation	<input type="radio"/>					
Devote adequate time and resources to their cases	<input type="radio"/>					
Engage in preparation necessary for high-quality representation	<input type="radio"/>					
Appear to establish and maintain a relationship of trust and open communication with their clients	<input type="radio"/>					
Appear to keep their clients informed and seek the lawful objectives of their clients	<input type="radio"/>					
Provide high-quality representation for their clients	<input type="radio"/>					

For Other Cases

63. Please specify the type of other cases you are commenting on:

For Other Cases

64. Using a 5-star rating, where 1 is poor and 5 is excellent, please rate your overall assessment of the quality of public defense representation in **other cases**:

65. Do you question the competence of any public defense attorneys in your jurisdiction?

- Yes
- No

66. How would you describe the caseloads of public defense attorneys in your jurisdiction?

- Significantly too large
- Somewhat too large
- About right
- Somewhat too small
- Significantly too small

67. Thinking about public defense attorneys, do you believe they:

	All of the time	Most of the time	Sometimes	Rarely	Never	Don't know or N/A
Are proficient in the applicable substantive law	<input type="radio"/>					
Are proficient in the applicable procedural law	<input type="radio"/>					
Abide by the Oregon Rules of Professional Conduct	<input type="radio"/>					
Follow the rules of court	<input type="radio"/>					
Acquire and maintain appropriate training and experience	<input type="radio"/>					
Have the skills necessary to provide high-quality representation	<input type="radio"/>					
Devote adequate time and resources to their cases	<input type="radio"/>					
Engage in preparation necessary for high-quality representation	<input type="radio"/>					
Appear to establish and maintain a relationship of trust and open communication with their clients	<input type="radio"/>					
Appear to keep their clients informed and seek the lawful objectives of their clients	<input type="radio"/>					

OPDS Provider Survey - 2021

Operational Excellence

68. What do you believe OPDS sees as its mission?

69. What should be OPDS's mission?

70. What are the three words you would use to describe OPDS?

Word 1:

Word 2:

Word 3:

71. What do you believe are the top three priorities or actions that should be the focus of OPDS over the next three years?

Priority/Action 1:

Priority/Action 2:

Priority/Action 3:

72. What does OPDS do well?

73. Where does OPDS need to improve?

74. What are the biggest barriers facing the public defense system?

Barrier 1:

Barrier 2:

Barrier 3:

OPDS Provider Survey - 2021

Demographics

75. What is your current gender?

- Non-binary
- Man
- Woman
- Transgender
- A gender not listed here
- Prefer not to say

76. What is your age?

- Under 30
- 30-44
- 45-59
- 60-74
- Over 74
- Prefer not to answer

77. What is your highest level of education?

- Some high school or less
- High school degree/GED
- Some college, but no degree
- Associates degree
- Bachelor's degree
- Advance degree post Bachelor's
- Prefer not to answer

78. What is your racial background?

- Caucasian/White
- African-American/Black
- Asian
- Native Hawaiian/Pacific Islander
- Native American
- More than one race
- Prefer not to answer
- Other (please specify)

79. Do you describe yourself as Spanish, Hispanic, Latino/a/x, or Chicano?

- Yes
- No

80. What is your ZIP code?



OPDS Staff Survey - 2021

Introducing this Survey

This online survey is designed to gather feedback from OPDS staff. Thank you in advance for your participation.

Please keep in mind:

- **All responses are confidential. Please be assured that any information you provide will not be able to be traced back to you, nor will it be shared with OPDS in any way that would identify you.**
- **The survey should take less than 15 minutes to complete.**
- **Please complete the survey in one session. If you exit the survey or leave the survey window open for an extended period, your partial response will be submitted and you will be unable to retake the survey.**
- **Once you press 'Done' your input will be sent directly to Coraggio Group. We will use this information to prepare a report that will be shared with OPDS.**
- **Please submit your candid and confidential responses by end of day on December 6, 2021.**

If you have any questions about this survey or the process in general, please contact Jen Gray-O'Connor at jen@coraggiogroup.com.

Thank you once again for your participation. Your input is both important and valuable to this work.

- Coraggio Group

OPDS Staff Survey - 2021

Staff Feedback

1. What is your role at OPDS?

2. Which part of the agency do you work in?

3. How long have you worked at OPDS

- Less than a year
- 1-2 years
- 3-5 years
- 6-9 years
- 10+ years

4. Please use the following definition to inform your input to the next question.

Culture: The "vibe" or experience each of us has working alongside our colleagues - "What it's like to work here".

What three words would you use to describe the current organizational culture at OPDS?

Word 1:

Word 2:

Word 3:

5. What is the mission of OPDS?

6. What are the values of OPDS?

OPDS Staff Survey - 2021

Staff Feedback

7. Using the scale below, please select your agreement/disagreement with the following statements:

	5 - Strongly Agree	4	3	2	1 - Strongly Disagree
OPDS organizational culture enables me to do my best work	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I see evidence of our values in action on a daily basis	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
OPDS provides an inclusive work environment	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
There is a strong sense of purpose towards a shared mission	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The organization's culture honors diverse lived experiences	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Please elaborate where necessary:

8. Using the scale below, please select your level of agreement/disagreement with the following statements:

	5 - Strongly Agree	4	3	2	1 - Strongly Disagree
I know what is expected of me at work	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
There is someone at work who encourages my development	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My supervisor, or someone at work, seems to care about me as a person	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
In the last seven days, I have received recognition or praise for doing good work	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
At work, I have the opportunity to do what I do best every day	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My associates or fellow employees are committed to doing quality work	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The mission and purpose of my organization makes me feel my job is important	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
At work, my opinions seem to count	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Leadership demonstrates a commitment to advancing diversity, equity, and inclusion	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The work environment allows people the flexibility to use different strategies, methods, and/or approaches to accomplish our goals	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
This last year, I have had opportunities at work to learn and grow	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
In the last six months, someone at work has talked to me about my progress	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Please elaborate where necessary:

9. For the following question please use these definitions:

Supervisor/team leader is the person who assigns and/or supervises your daily work or activities.

A manager is the person responsible for administering program(s) or a division.

Agency leadership are the people who are charged with motivating, influencing, and guiding the agency to achieve common goals through mission, vision, values and culture.

Depending on what position you hold at the agency, your supervisor may be the same person who manages your program or division, and your manager may also be part of agency leadership.

Using the scale below, please select your level of agreement/disagreement with the following statements:

	5 - Strongly Agree	4	3	2	1 - Strongly Disagree
My supervisor/ team leader treats me fairly	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My supervisor/ team leader treats me with respect	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My supervisor/ team leader handles my work-related issues well	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My supervisor/ team leader asks me for my input to help make decisions	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My manager treats me fairly	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My manager treats me with respect	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My manager handles my work-related issues well	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My manager asks me for my input to help make decisions	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Agency leadership treats me fairly	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Agency leadership treats me with respect	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Agency leadership handles my work-related issues well	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Agency leadership asks me for my input to help make decisions	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Please elaborate where necessary:

10. Using the scale below, please select your level of agreement/disagreement with the following statements:

	5 - Strongly Agree	4	3	2	1 - Strongly Disagree
We know the required skills and abilities for each role within the organization	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
We can identify the skill and ability gaps within our team	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
We have an approach to build the skills and abilities of our team	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
We have a diverse workforce that represents the community we are a part of	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
We are able to attract highly qualified employees	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
We are able to retain highly qualified employees	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I understand the roles of colleagues and how our work intersects	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I understand my role and how it fits into the success of the organization	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I have the flexibility to balance family, community, and job obligations	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Opportunities for promotion and advancement exist	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I feel that I am valued for the work that I do every day	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Please elaborate where necessary:

11. In overall terms, how satisfied or dissatisfied are you as an employee of OPDS?

	5 - Very satisfied	4	3	2	1 - Not at all satisfied
Overall:	<input type="radio"/>				

Please elaborate where necessary:

OPDS Staff Survey - 2021

Staff Feedback

12. What are the three words you would use to describe OPDS?

Word 1:

Word 2:

Word 3:

13. What do you believe are the top THREE priorities or actions that should be the focus of OPDS over the next three years?

Priority/action 1:

Priority/action 2:

Priority/action 3:

14. What does OPDS do well?

15. Where does OPDS need to improve?

16. What are the biggest barriers facing the public defense system?

OPDS Staff Survey - 2021

Demographics

17. What is your age?

- | | |
|--------------------------------|--|
| <input type="radio"/> Under 18 | <input type="radio"/> 45-59 |
| <input type="radio"/> 18-24 | <input type="radio"/> 60-74 |
| <input type="radio"/> 25-30 | <input type="radio"/> Over 74 |
| <input type="radio"/> 31-44 | <input type="radio"/> Prefer not to answer |

18. What is your highest level of education?

- Some high school or less
- High school degree/GED
- Some college, but no degree
- Associates degree
- Bachelor's or higher
- Prefer not to answer

19. What is your current gender?

- Non-binary
- Man
- Woman
- Transgender
- A gender not listed here
- Prefer not to answer

20. What is your racial background?

- Caucasian/White
- African-American/Black
- Asian
- Native Hawaiian/Pacific Islander
- Native American
- More than one race
- Prefer not to answer
- Other (please specify)

21. Do you describe yourself as Spanish, Hispanic, Latino/a/x, or Chicano?

- Yes
- No

22. What is your ZIP code?

23. As part of OPDS' engagement process, we would like to invite you to participate in a 90 minute focus group.

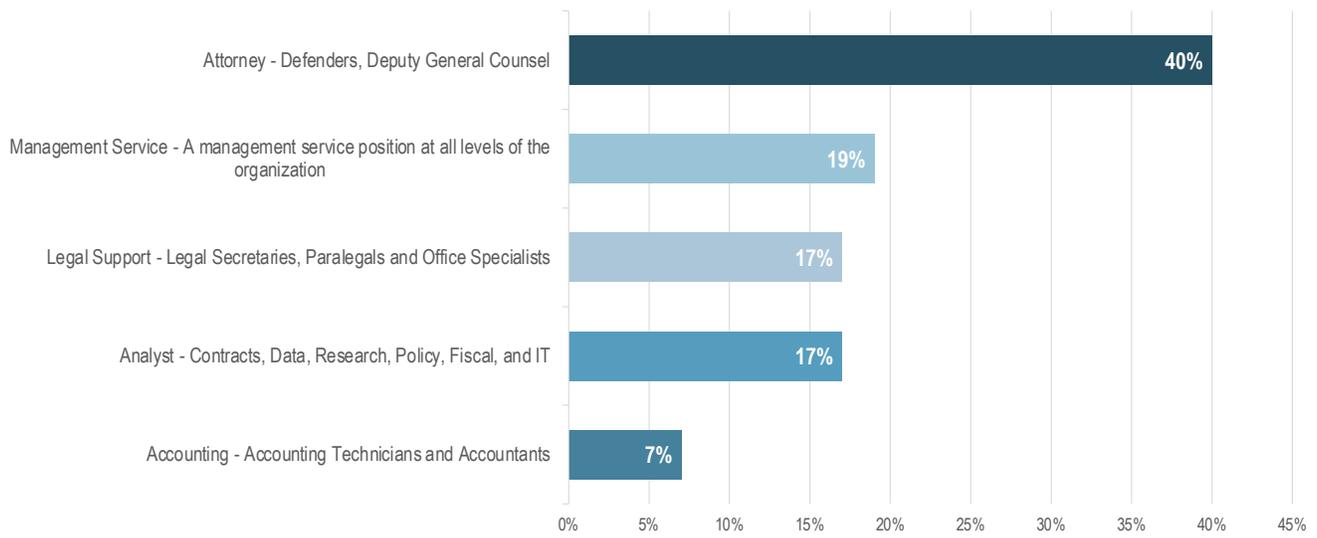
If you would be interested in participating, please either email: Jen@coraggiogroup.com, or leave your name and contact details here:

Name:

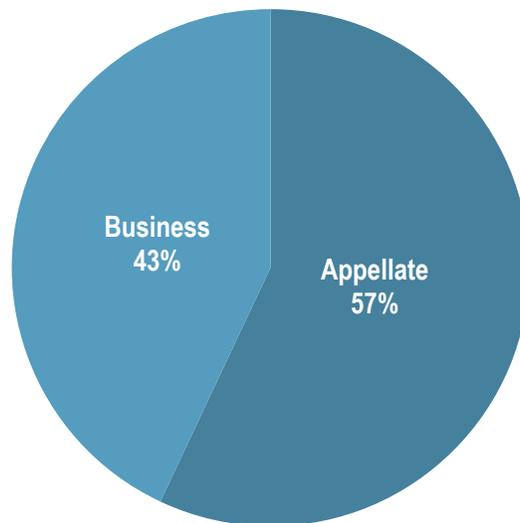
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Appendix C: Agency Staff Survey Results

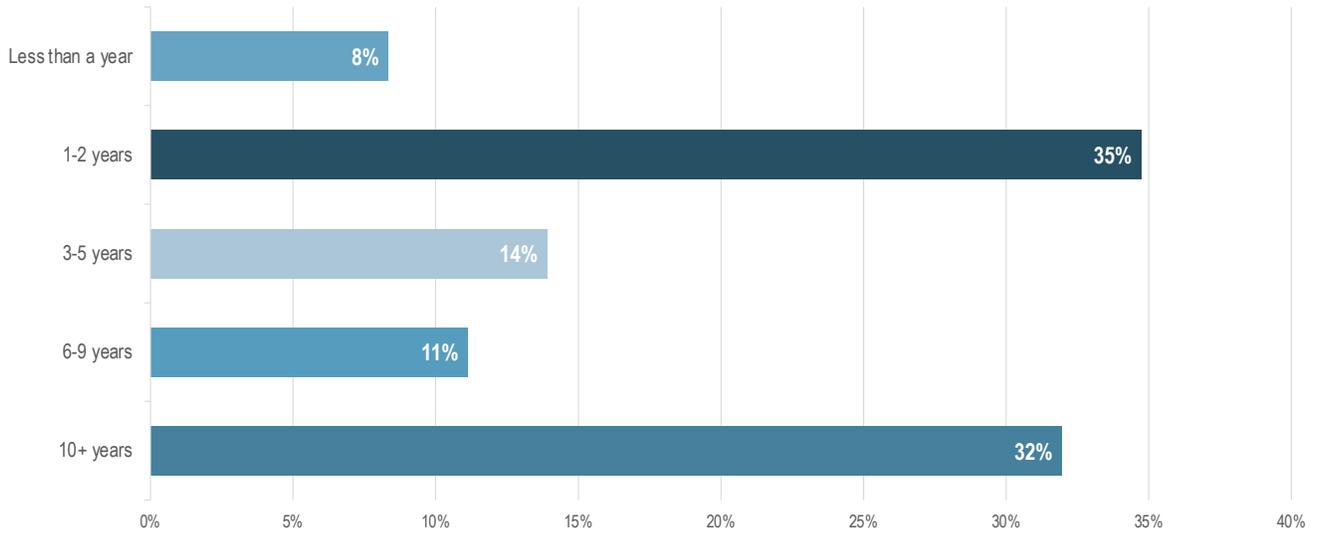
Role N=72



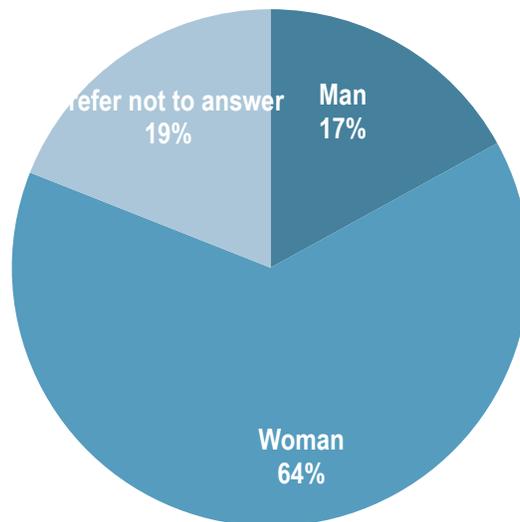
Agency Participation N=69



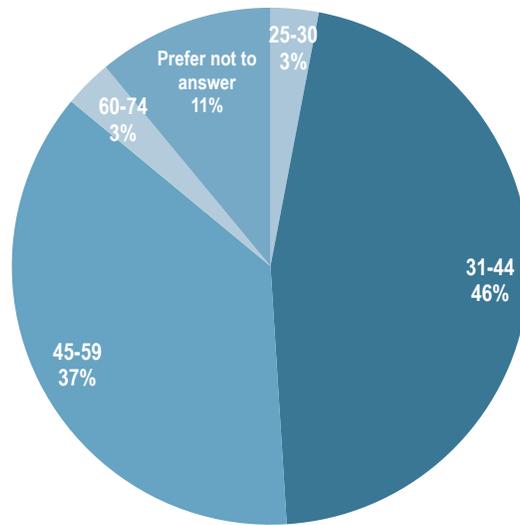
Tenure N=72



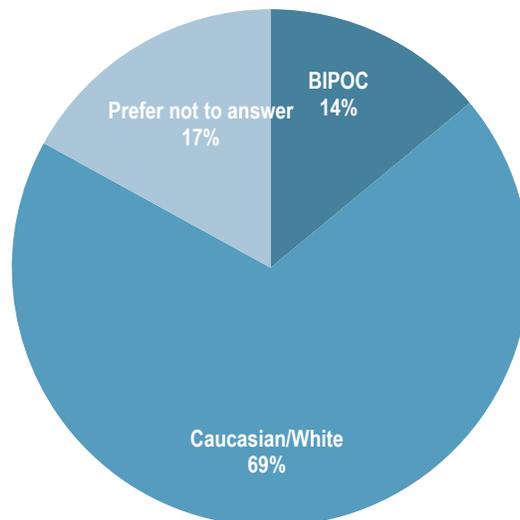
Gender N=72



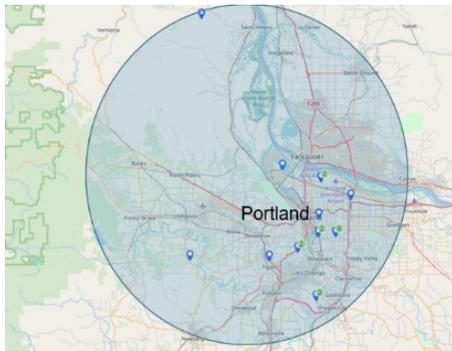
Age N=65



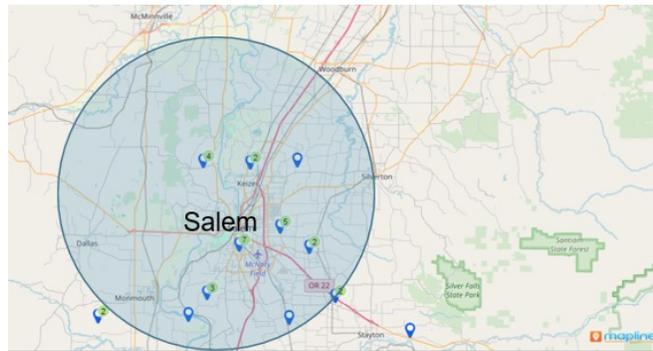
Racial Background N=64



Residence N=54

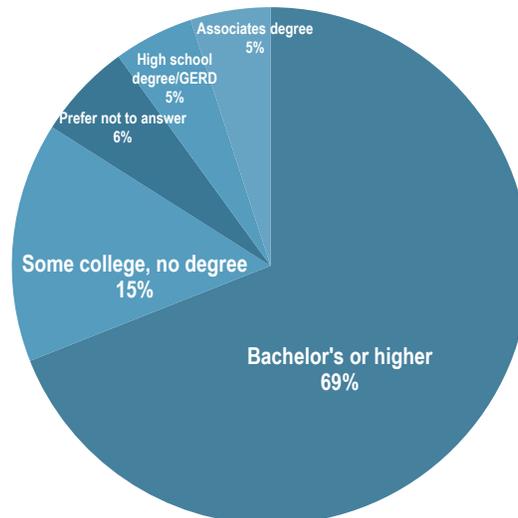


- Around 40% of OPDS staff were resident in the Portland district of Oregon.

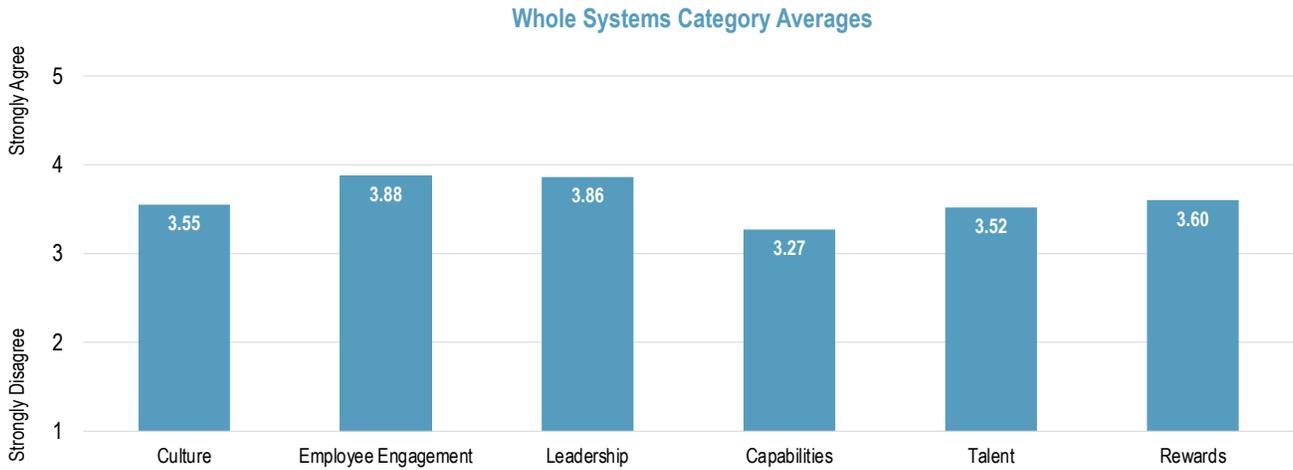


- A higher percentage (around 60%) were resident in the Salem district of Oregon.

Education N=65



Results at-a-glance

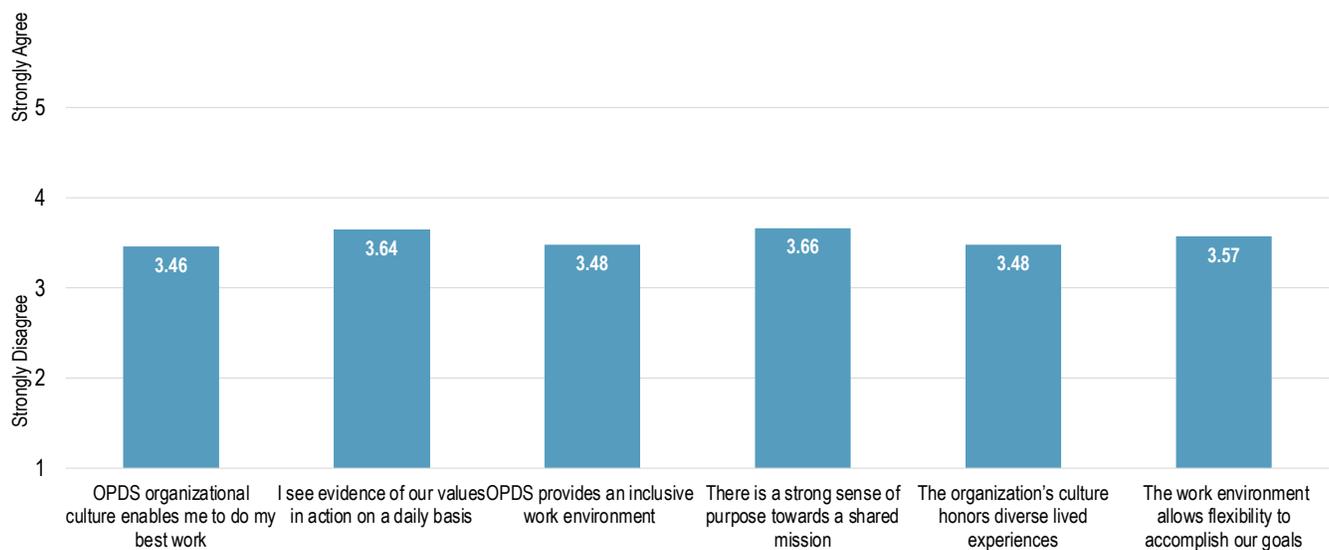


Strengths

- Around 30% of all questions in the survey received at least a 4 out of 5 (the top survey scores) from staff.
- Staff particularly appreciate that they are treated with respect by supervisors/team leaders and managers.
- Staff also felt that supervisors and team leaders treated them fairly.
- Fellow employees and associates were felt to be committed to producing quality work.
- Knowledge of what was expected of staff at work completes the top five strengths within OPDS.



Culture N=66-68



Culture Quotes

- *"I am unsure what the agencies culture or values are."*
- *"I think it's impossible to see evidence of our organizational values in action on a daily basis when it's not at all clear that we are operating from any set of shared values."*
- *"I feel like my mission and the mission of the agency are not always aligned."*
- *"I believe the goals for OPDS work culture is not focused inward on working collaboratively as a team to reach the agency goals. The organization has a great amount of talent outside of upper management that does not seem to be tapped in order to help make decisions and move the agency forward in a thoughtful way."*
- *"My experience is pretty siloed but some of these answers are based upon what I have heard across the agency."*
- *"Values in this sense are clear, employees from diverse backgrounds are most welcome in the capacity I've been in during the years I've been employed."*
- *"I do not really see any evidence that OPDS's organizational culture honors diverse lived experience or that we are operating with a shared purpose or mission. I doubt most employees could recite the mission, and I see where our mission/values inform of our employee hiring decisions, are incorporated into onboarding."*
- *"I don't think there is one "OPDS organizational culture" that can be captured this easily."*
- *"There is an external-ness to the values as the organization actively fights for the client. However, that same fight has not been internalized and is not as passionate as we look inward as an organization and as individuals."*
- *"My team enables me to do my best at work and gives me the tools I need to do so."*

Gallup Q12: Employee Engagement N=67

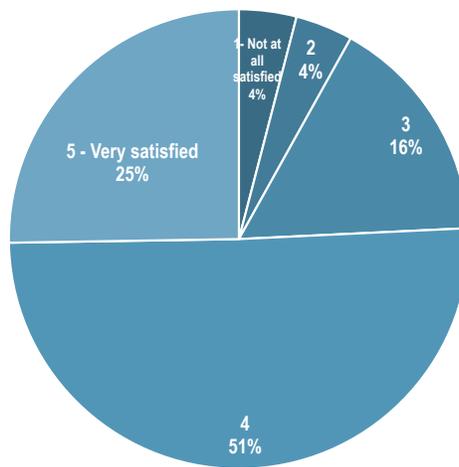
- OPDS employee engagement scores exceed 4 out of 5 in relation to half of the 10 indicators.
- There are two notably low scores – receiving recognition or praise for good work (within the previous seven days) and having a conversation with someone at work about progress (within the past six months).



Note: Respondents were not asked "Q2: I have the materials and equipment I need to do my work right" and "Q10: I have a best friend at work". Q10 is usually the lowest rated score in the Gallup Q12 and thus the average score reflected may be higher than usual.

Overall Satisfaction N=68

In overall terms, how satisfied are you as an employee of OPDS?



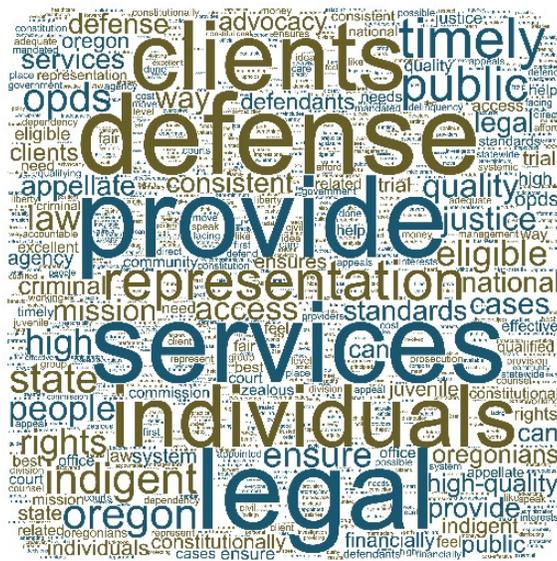
Average score: 3.65

Engagement Quotes

- “I do not feel that there is someone to discuss potential progress and opportunity to grow. I do not feel that there is proper supervisory involvement, and I am unsure who I would discuss potential progress and opportunities to grow with.”
- “It would be nice to feel appreciated and know that we're being heard on important things that matter to the support staff.”
- “I can't remember the last time I had an evaluation.”
- “At Appellate Division, some attorneys are assigned too much work while others are coddled. Overall at Appellate Division, we are somewhat under-resourced, though some notice this more than others, referring back to the first sentence.”
- “Have not received any feedback from a manager or leadership since I started. Huge lack of communication.”
- “We do not get much in the way of positive feedback aside from big wins but that is ok - the work speaks for itself.”
- “My direct boss does a great job touching base and making sure my team is doing well, but also making sure I am doing well on an individual level and have what I need to get my job done.”
- “I think we have some significant work to do around improving how we evaluate employees and agency managers/leadership. I cannot recall the last time I was asked to give my opinion as to a manager/leadership evaluation, and I don't think the agency has been very thoughtful about creating a uniform, supportive model for employee feedback and growth.”
- “Overall, AD attorneys work best with a lot of autonomy. That means that we may not get recognition for some of the good work that we do. Team leaders also manage caseloads and so cannot provide very in-depth evaluation or mentorship, although their efforts are much appreciated.”
- “I have absolutely no complaints. I feel so incredibly fortunate to be here and I do not know other attorneys who can say the same thing about their employment elsewhere.”

Mission Descriptors N=66

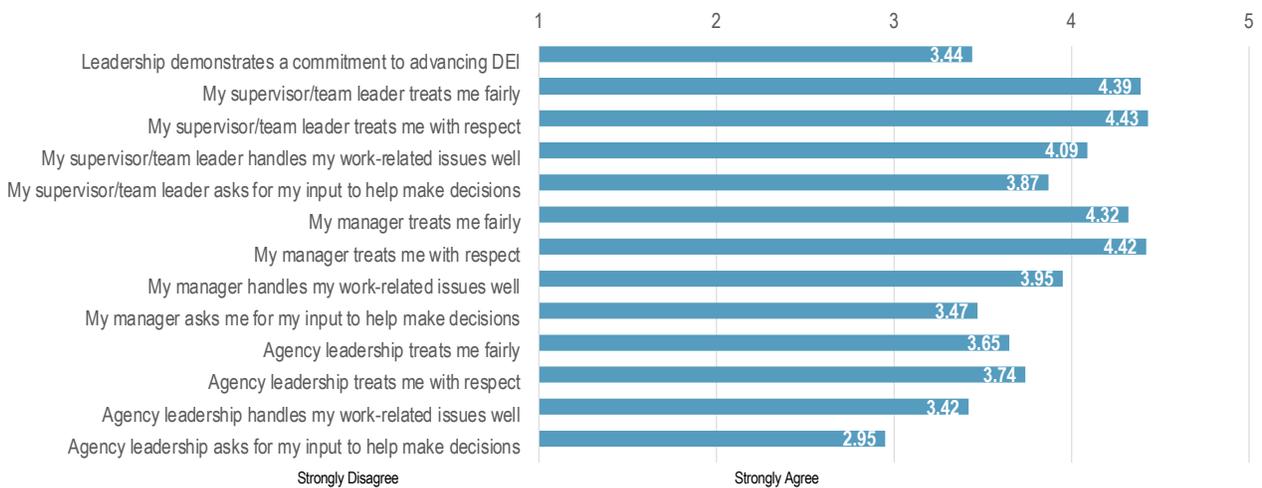
What is the mission of OPDS?



Values Descriptors N=59
 What are the values of OPDS?



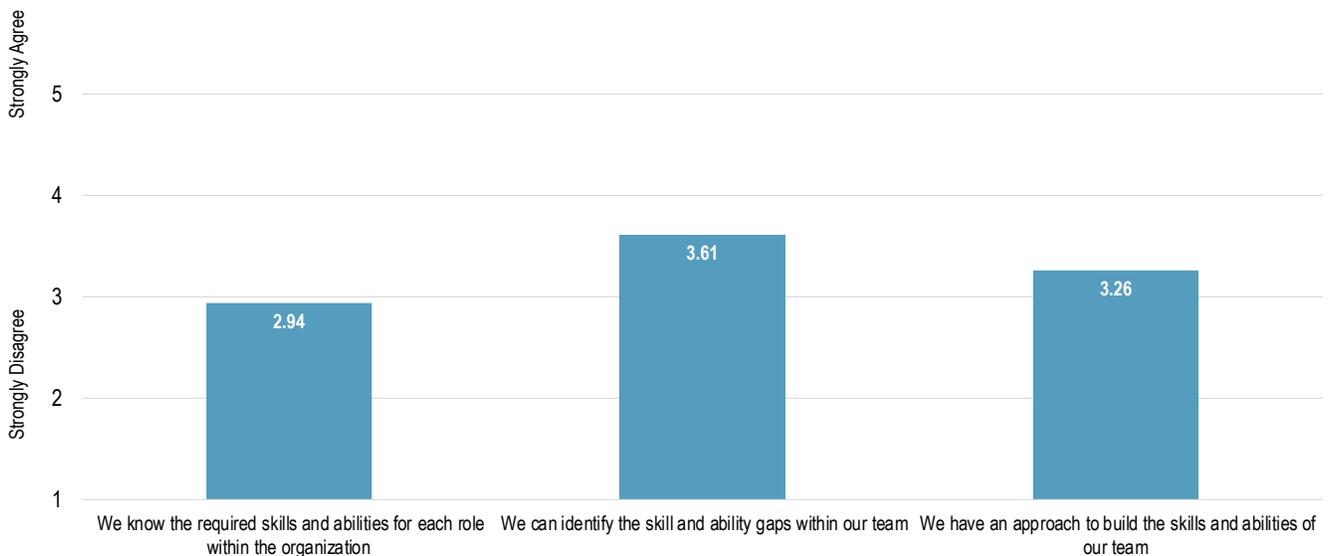
Leadership N=64-67



Leadership Quotes

- *“Some agency leadership treat certain staff/divisions better than others.”*
- *“I do not feel like I know management very well and I definitely do not know any agency leaders at all.”*
- *“I don’t really interact with agency leadership. The top management seems increasingly distant and unknown to me.”*
- *“It would be nice to feel appreciated and know that we’re being heard on important things that matter to the support staff.”*
- *“When changes are being made by leadership that do affect our jobs it is very frustrating when they do not find out exactly what we do in our job before making the changes.”*
- *“I do feel like everyone who has some input on anything that is happening within the agency is heard. That is important especially in an agency that is trying to grow and make progress in turning a new leaf.”*
- *“Input is received respectfully but never goes anywhere. This means work-related issues never get resolved.”*
- *“While management/agency leadership often asks for input from the rank-and-file, I don’t often get the sense that input ever sways decision-making. Other than that, I think management/agency leadership is very respectful and fair.”*
- *“My manager/supervisor is one and the same and is a fantastic motivator. I have never had much interaction other than first introductions to upper management within the agency.”*
- *“Our daily work is not supervised. Most of us have been doing our jobs a long time and do not need to be micro-managed.”*
- *“Input is received respectfully but never goes anywhere. This means work-related issues never get resolved.”*

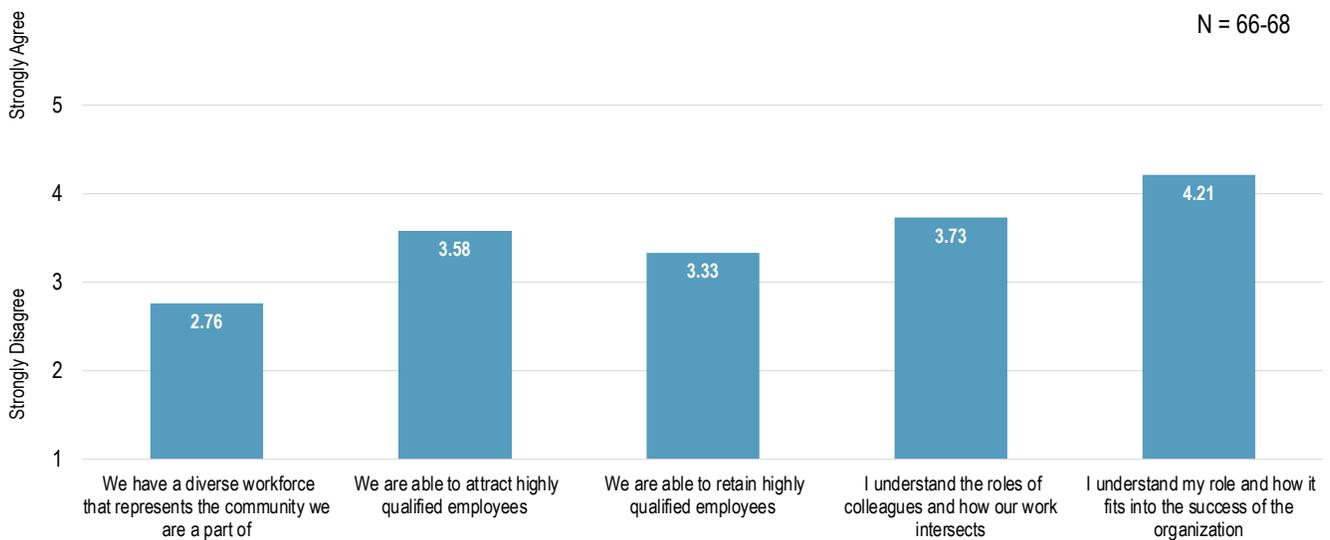
Capabilities N=66



Capabilities Quotes

- *“This is the finest appellate law firm in the state! There are no skill and ability gaps within our team.”*
- *“There are large numbers of attorneys with 6+ years of experience in misdemeanor appeals competing for one felony position every two years.”*
- *“We have good people who are doing their best in challenging times.”*

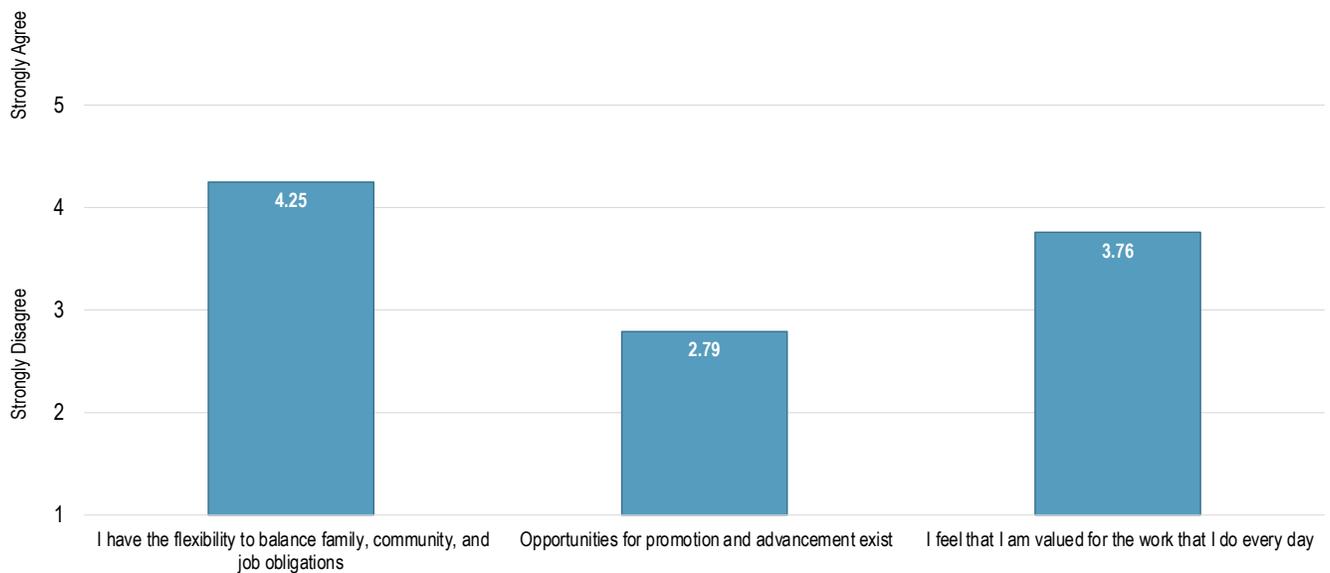
Talent N=66-68



Talent Quotes

- *“Oregon is not particularly diverse, and innumerable barriers to entry to the practice of law exist. I do not think any legal organization will ever fully represent the communities that they are a part of.”*
- *“Our staff turnover is very high.”*
- *“We have had employees leave due to the lack of support from management even in the short time I have been here.”*
- *“I think there is a lack of emphasis on self development to learn more of the tools available or that could be available to staff to improve work function. By observation many are stuck in not being able to perform at a high level for not having the knowledge or training to be as effective in the tools they have at hand.”*
- *“Turnover in government employment is a thing. It would be great if there was a way to slow it down among the great employees.”*

Rewards N=68



Rewards Quotes

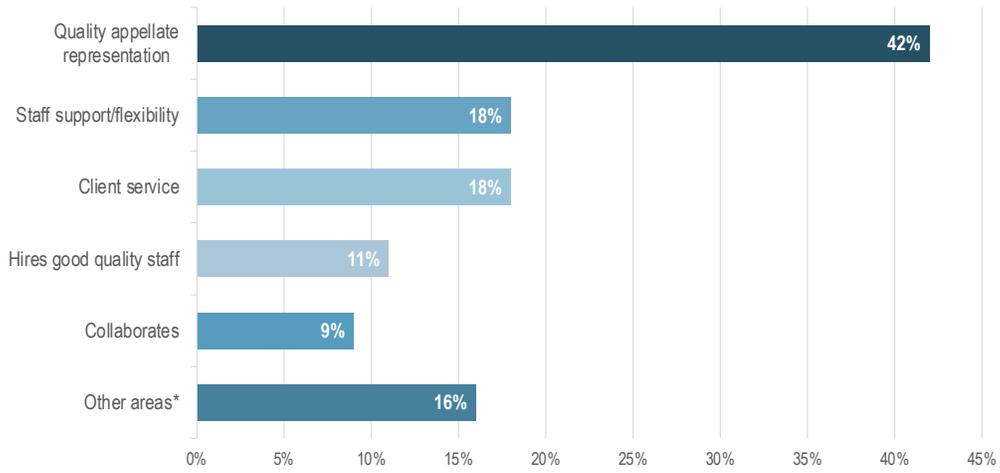
- “While “opportunities for promotion and advancement exist” they are not frequently available.”
- “It would be nice to have a system in place that praises those who are accountable and complete their workload without frequent mistakes and also gives warnings and disciplinary action for those that make frequent mistakes, are not qualified for their position and who are absent or late to work on a regular basis.”
- “It would be nice to feel appreciated and know that we’re being heard on important things that matter to the support staff.”
- “We have a serious problem with lack of opportunities for promotion and advancement, with very experienced attorneys stagnating at essentially an entry-level job. We have proposed solutions to management and to the agency but so far we have not been listened to.”
- “I believe I currently have the flexibility to balance family, community, and job obligations but fear that as soon as the pandemic rules are changed that the telework opportunity will vanish.”
- “As far as I’m aware, there are virtually no opportunities for promotion and advancement because they are all completely dependent on someone more senior retiring or leaving, which people do very rarely. Promotion to available positions is based heavily on seniority. Our workforce is overwhelmingly white and highly educated, while the community we represent is overwhelmingly people of color, often with minimal education.”
- “There is not a lot of opportunity for advancement, nor is there a lot of feedback either positive or negative, which can at times make it difficult to improve or feel valued.”

OPDS Descriptors N=51

What are the three words you would you use to describe OPDS?

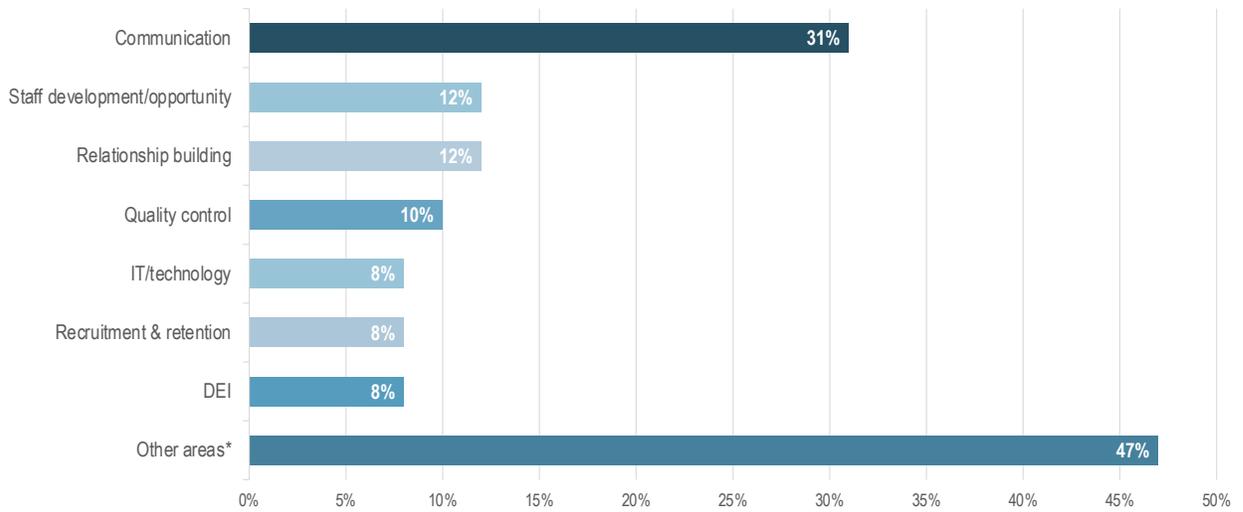


OPDS Strengths N=55
 What does OPDS do well?



* Including provision of legal services, training, communication, appeals and meeting goals – amongst many others.

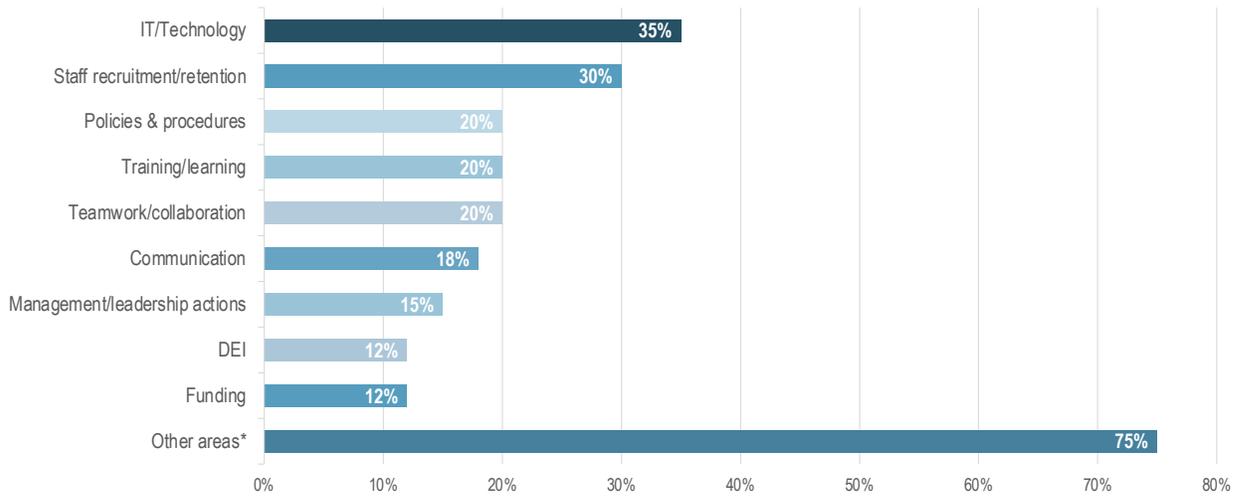
OPDS Improvements N=51
 Where does OPDS need to improve?



* Including increased staff input, outreach & education, improving reputation & perception, stronger teamwork, better resourcing – amongst many others.

OPDS Priorities N=60

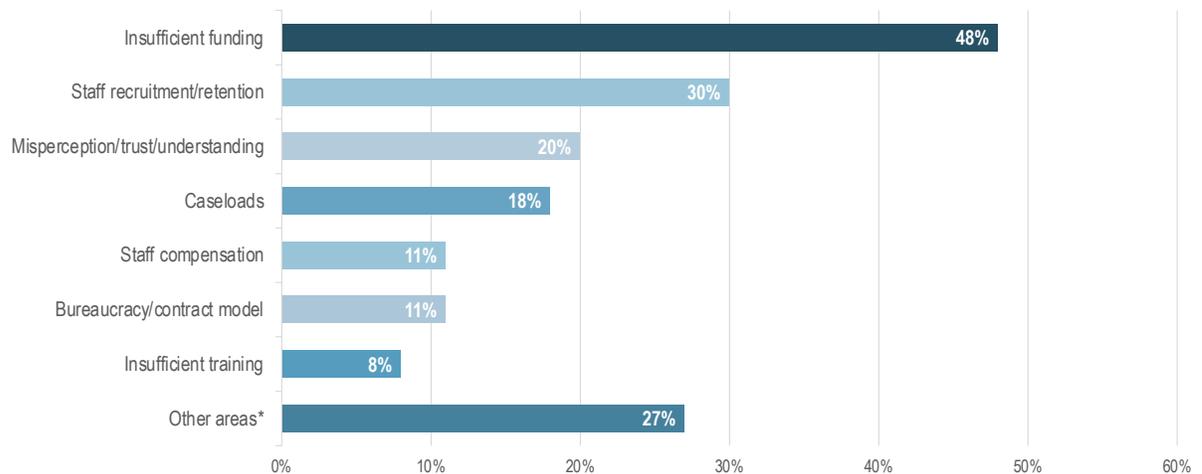
What do you believe are the top THREE priorities or actions that should be the focus on OPDS over the next three years?



* Many diverse and wide-ranging other priorities – including integrity/honesty, action, improved decision-making, post-pandemic adjustment, outreach, and accountability – were suggested by staff.

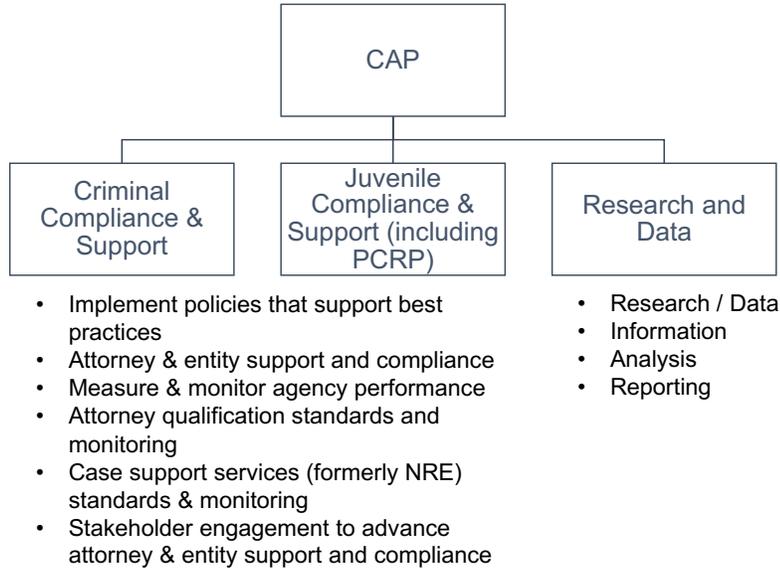
Public Defense System Barriers N=56

What are the biggest barriers facing the public defense system?

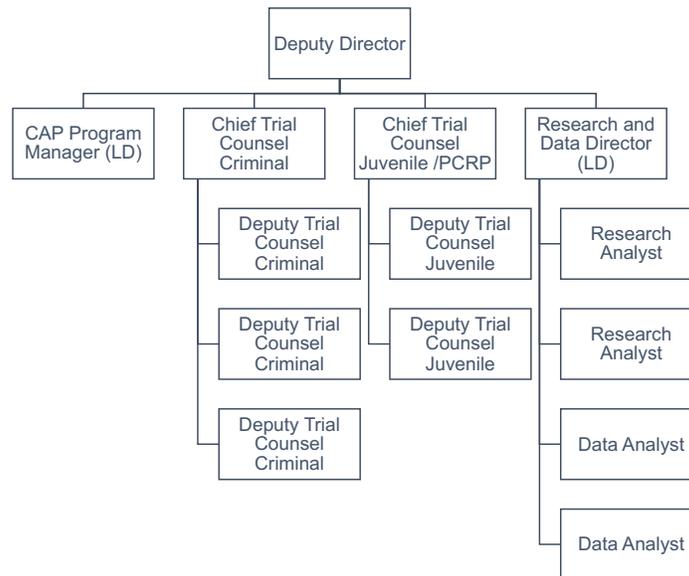


* Including resistance to change, accountability, discrimination, management and leadership quality (amongst many others).

DRAFT CAP High Level Design - captures the functions of the work



Initial FTEs: 13



CAP Scope – Compliance Function (Criminal and Juvenile)

Functional Statement: Manage ongoing entity and jurisdictional needs and contract compliance

In Scope: Compliance	Out of Scope: Compliance	Linkages
POLICY DEVELOPMENT		
<ul style="list-style-type: none"> Policy development to support CAP operations 		<ul style="list-style-type: none"> Central policy development in Administrative Services
COMPLIANCE & SUPPORT		
<ul style="list-style-type: none"> Identify and ensure the supports are provided to improve the quality of services (e.g., training, technical assistance, access to experts, support services). Develop and implement trainings when other resources are not available 		
<ul style="list-style-type: none"> Ensure providers are adequately resourced to do high quality work 	<ul style="list-style-type: none"> Set fee schedules / rates 	<ul style="list-style-type: none"> CAP research and data to provide input into trends / insights into how performance is impacted by fee schedules / rates
<ul style="list-style-type: none"> Manage trial resources within the legislatively approved budget 	<ul style="list-style-type: none"> Appellate operations 	<ul style="list-style-type: none"> Appellate measures of performance and outcomes would be aligned with CAP

CAP Scope – Compliance Function (Criminal and Juvenile)

Functional Statement: Manage ongoing entity and jurisdictional needs and contract compliance

In Scope: Compliance	Out of Scope: Compliance	Linkages
COMPLIANCE & SUPPORT Continued		
<ul style="list-style-type: none"> Measure attorney and 1st tier supporting services (e.g., investigators, dependency expenditures, supervisors, juvenile case manager) performance against performance standards and report issues to Criminal and Juvenile Chiefs and their deputies 	<ul style="list-style-type: none"> Decide on actions associated with provider performance (Criminal and Juvenile Chiefs and their deputies) 	<ul style="list-style-type: none"> General Counsel engages when formal agency action is needed to resolve provider performance Informs contract procurement
ATTORNEY COMPLAINTS		
<ul style="list-style-type: none"> Identify and respond to systemic issues (within agency control and outside of agency control) 	<ul style="list-style-type: none"> Evaluate and respond to attorney complaints (Criminal and Juvenile Chiefs and their deputies) 	<ul style="list-style-type: none"> General Counsel engages when formal agency action is needed to address complaints
ATTORNEY QUALIFICATIONS STANDARDS AND APPROVALS		
<ul style="list-style-type: none"> Develop and monitor attorney qualifications and performance standards 	<ul style="list-style-type: none"> Evaluate and approve attorney qualifications (Criminal and Juvenile Chiefs and their deputies) 	<ul style="list-style-type: none"> General Counsel to resolve disputes related to attorney qualifications PDSC adopts standards

CAP Scope – Compliance Function (Criminal and Juvenile)

Functional Statement: Manage ongoing entity and jurisdictional needs and contract compliance

In Scope: Compliance	Out of Scope: Compliance	Linkages
CASE SUPPORT SERVICES (CSS)		
<ul style="list-style-type: none"> Develop policies and standards for Case Support Services (CSS) (routine and non-routine expenses and court related expenses) 	<ul style="list-style-type: none"> Approve CSSs (Criminal and Juvenile Chiefs and their deputies) 	<ul style="list-style-type: none"> General Counsel to support the review of CSS for legal and policy compliance as needed PDSC adopts policies
STAKEHOLDER ENGAGEMENT		
<ul style="list-style-type: none"> Collaborate and coordinate with outside state and county agency partners and stakeholders, such as OJD, DHS, OYA, DOC, and county jails, to ensure efficient cooperation in the handling of cases 		<ul style="list-style-type: none"> Government Relations to facilitate policy development and communications
<ul style="list-style-type: none"> Assist providers in advancing relationships at the local level with courts, prosecutors, law enforcement, and supervision and treatment providers 		

CAP Scope – Compliance Function (Criminal and Juvenile)

Functional Statement: Manage ongoing entity and jurisdictional needs and contract compliance

In Scope: Compliance	Out of Scope: Compliance	Linkages
STAKEHOLDER ENGAGEMENT Continued		
	<ul style="list-style-type: none"> Provide short term limited litigation support where that support is not available by existing internal and outside resource (e.g., juvenile peer to peer discussions) (Criminal and Juvenile Chiefs and their deputies) 	

CAP Scope – Compliance Function (Criminal and Juvenile)

Functional Statement: Manage ongoing entity and jurisdictional needs and contract compliance

In Scope: Compliance	Out of Scope: Compliance	Linkages
Agency Performance Management		
<ul style="list-style-type: none"> Measure whether the agency is meeting its constitutional, statutory, and regulatory compliance (key analysis of achieving the mission to deliver effective and meaningful access to lawyers) 		
<ul style="list-style-type: none"> Identify key outcomes (contractual and non-contractual) and monitor performance (client, case, entity, and system level) 		
<ul style="list-style-type: none"> Participate in subject matter specific workgroups that are focused on practice and systemic improvements 		
<ul style="list-style-type: none"> Research and implement best practices and systemic innovations 		

CAP Scope – Compliance Function (Trial and Juvenile)

Functional Statement: Manage ongoing entity and jurisdictional needs and contract compliance

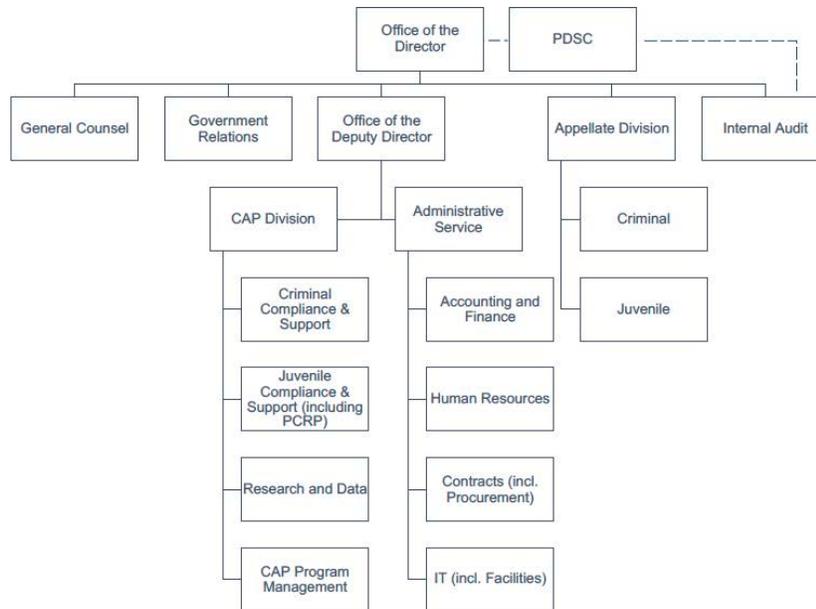
In Scope: Compliance	Out of Scope: Compliance	Linkages
Agency Performance Management Continued		
<ul style="list-style-type: none"> Monitor contract compliance issues 	<ul style="list-style-type: none"> Respond to contract compliance issues (Criminal and Juvenile Chiefs and their deputies) Draft contracts Manage relationships with contractors 	<ul style="list-style-type: none"> Standards that CAP develops get incorporated into contracts that are drafted by General Counsel Contracts team manages and monitors relationships with contractors in consultation with Criminal and Juvenile Chiefs and deputies when necessary

CAP Scope - Research and Data Function

Functional Statement: Research best practices, innovative approaches and provide recommendations and supports to continually improve the quality and equity of services

In Scope: Research and Data	Out of Scope: Research and Data	Linkages
<ul style="list-style-type: none"> Establish the standards and approach for research and data collection and management (e.g., surveys, focus groups) 	<ul style="list-style-type: none"> Data entry Other data related elements that are not associated with the scope areas of CAP (e.g., financial analysis) 	
<ul style="list-style-type: none"> Develop research and data projects to support agency operations by partnering with programmatic, legal, and financial staff to understand agency needs and translating those needs into qualitative and quantitative research and data activities 		<ul style="list-style-type: none"> IT Projects Collaboration with non-CAP divisions
<ul style="list-style-type: none"> Implement research and data projects by designing research and analytic plans, identifying and collecting needed data, and executing research and analytic plans 		<ul style="list-style-type: none"> IT Projects
<ul style="list-style-type: none"> Compare research and analytic results to the policies, goals, and objectives of the agency and prepare findings and recommendations using both narrative and statistical reports 		
<ul style="list-style-type: none"> Provide agency management advice with regard to data-driven strategic planning and initiatives 		<ul style="list-style-type: none"> Support F/CMS project implementation

DRAFT Agency Functional High-Level Design



General Counsel Scope

Functional Statement: Serve as the legal and strategic advisor for the agency

In Scope	Out of Scope	Linkage Needed
<ul style="list-style-type: none"> Provide legal and strategic advice to the executive director, agency staff, and the PDSC 		
<ul style="list-style-type: none"> Represent the agency in legal proceedings when applicable 		
<ul style="list-style-type: none"> Collaborate with the executive director on the planning of PDSC meeting agendas, initiatives, and agency priorities 		
<ul style="list-style-type: none"> Review all agency contracts for vendors, including attorney and non-attorney services, as well as all intergovernmental agreements 	<ul style="list-style-type: none"> Monitor compliance with contracts and provide recommended actions. Manage relationships with contractors. 	<ul style="list-style-type: none"> CAP
<ul style="list-style-type: none"> Review all agency policies and proposed policy changes When appropriate, prepare policies for presentation to the PDSC for adoption 	<ul style="list-style-type: none"> Drafting policies 	<ul style="list-style-type: none"> Central policy development in Administrative Services
<ul style="list-style-type: none"> Advise the agency on public defense contract disputes 		

General Counsel Scope

Functional Statement: Serve as the legal and strategic advisor for the agency

In Scope	Out of Scope	Linkage Needed
<ul style="list-style-type: none"> Review all proposed legislation impacting the agency and advise the agency on all fiscal impact statements 		
<ul style="list-style-type: none"> Support the review of Case Support Services (CSS) (formerly NREs) for legal and policy compliance 	<ul style="list-style-type: none"> Define and set policies and standards for CSSs 	<ul style="list-style-type: none"> CAP to approve, define and set policies and standards for CSSs PDSC adopts policies
<ul style="list-style-type: none"> Resolve issues regarding formal agency action needed to respond to complaints 	<ul style="list-style-type: none"> Evaluate and respond attorney complaints and identify systemic issues (within agency control and outside of agency control) 	<ul style="list-style-type: none"> Criminal and Juvenile Trial Chiefs to evaluate and respond attorney complaints CAP to identify systemic issues
<ul style="list-style-type: none"> Resolve disputes related to attorney qualifications 	<ul style="list-style-type: none"> Evaluate and approve attorney qualifications. Set and monitor attorney qualifications and performance standards 	<ul style="list-style-type: none"> Criminal and Juvenile Trial Chiefs to evaluate and approve attorney qualifications CAP sets and monitors attorney qualifications and performance standards

General Counsel Scope

Functional Statement: Serve as the legal and strategic advisor for the agency

In Scope	Out of Scope	Linkage Needed
<ul style="list-style-type: none"> Review referrals from Criminal and Juvenile Trial Chiefs and advise on actions associated with provider performance 	<ul style="list-style-type: none"> Measure attorney and 1st tier supporting services (e.g., investigators, dependency expenditures, supervisors, juvenile case manager) performance against performance standards 	<ul style="list-style-type: none"> Criminal and Juvenile Trial Chiefs to monitor and address individual attorney, entity, and first-tier support performance issues CAP to provide insights to inform actions associated with provider performance
<ul style="list-style-type: none"> Respond to public records requests 		
<ul style="list-style-type: none"> Advise on public meetings law 		
<ul style="list-style-type: none"> Advise on Government Ethics (both Commission and Agency staff as state employees) 		<ul style="list-style-type: none"> HR for ethics issues pertaining to state employees

Government Relations Scope

Functional Statement: Serve as the liaison between the agency and the legislature and outside partners

In Scope	Out of Scope	Linkage Needed
<ul style="list-style-type: none"> Provide communications on agency updates to providers 		<ul style="list-style-type: none"> Agency has public relations and internal communication needs that are not met
<ul style="list-style-type: none"> Serve as a resource for the other state agencies and elected officials on Agency subject areas 		
<ul style="list-style-type: none"> Consult with executive team and plans for short-term and long-term information needs 		
<ul style="list-style-type: none"> Serve as the spokesperson for all external media 		<ul style="list-style-type: none"> Connected to Executive Director and General Counsel depending on topic
<ul style="list-style-type: none"> Supervise the publication of all external communications 		
<ul style="list-style-type: none"> Provide political advice to the Director and Executive Team 		

Government Relations Scope

Functional Statement: Serve as the liaison between the agency and the legislature and outside partners

In Scope	Out of Scope	Linkage Needed
<ul style="list-style-type: none"> Direct the legislative agenda and coordinate with outside allies 		<ul style="list-style-type: none"> Support from General Counsel
<ul style="list-style-type: none"> Manage the legislative process and serve as the legislative liaison 		<ul style="list-style-type: none"> Connected to external stakeholders (strategic and tactical), budget (situational awareness) and General Counsel
<ul style="list-style-type: none"> Serve as point person for various task forces 		

Appellate Scope

Functional Statement: Serve as the institutional presence in the state appellate system for court-appointed criminal and juvenile defense bars

In Scope	Out of Scope	Linkage Needed
<ul style="list-style-type: none"> Provide quality appellate representation for eligible individuals 	<ul style="list-style-type: none"> Measure whether the agency is meeting its statutory and regulatory compliance (key analysis of achieving mission to deliver effective and meaningful lawyers) 	<ul style="list-style-type: none"> Appellate measures of performance and outcomes would be aligned with CAP Appellate Chiefs share with CAP trends and systemic issues
<ul style="list-style-type: none"> Participate in the development of law and policy to protect rights of clients within the Oregon criminal and juvenile justice systems 		<ul style="list-style-type: none"> Central policy development in Administrative Services
<ul style="list-style-type: none"> Ensure cases referred for appeal or judicial review are initiated, records are carefully scrutinized for legal error, the clients are kept informed about their appeal and its ramifications, and the appeal is timely and vigorously prosecuted to completion 		<ul style="list-style-type: none"> Appellate measures of performance and outcomes would be aligned with CAP Appellate leverages support from Research and Data
<ul style="list-style-type: none"> Manage statewide appellate functions 		<ul style="list-style-type: none"> Consultation with General Counsel and CAP on key issues
<ul style="list-style-type: none"> Conduct outreach for continued training and development 		

Appellate Scope

Functional Statement: Serve as the institutional presence in the state appellate system for court-appointed criminal and juvenile defense bars

In Scope	Out of Scope	Linkage Needed
<ul style="list-style-type: none"> The Criminal Appellate Section: Provides statutorily and constitutionally mandated appellate representation to financially eligible individuals in a variety of case types: appellate representation to criminal defendants in misdemeanor and felony appeals (including capital cases), contempt cases, DNA-related appeals, mandamus actions, and appeals of decisions by the Board of Parole and Post-Prison Supervision 		<ul style="list-style-type: none"> Appellate measures of performance and outcomes would be aligned with CAP
<ul style="list-style-type: none"> The Juvenile Appellate Section (JAS): Provides representation to financially eligible parents on direct appeal from juvenile dependency and termination of parental rights proceedings, and to youth on direct appeal from juvenile delinquency proceedings. 		<ul style="list-style-type: none"> Appellate measures of performance and outcomes would be aligned with CAP
<ul style="list-style-type: none"> JAS: Approves and maintains a panel of qualified external providers to provide appellate representation when JAS has a conflict or lacks capacity 		<ul style="list-style-type: none"> Appellate measures of performance and outcomes would be aligned with CAP General counsel resolves disputes arising from attorney qualifications

Administrative Services Scope

Functional Statement: Manage daily organizational operations of the agency

In Scope	Out of Scope	Linkage Needed
<ul style="list-style-type: none"> • Accounting: Manage all accounting activities (AP, General Ledger, Financial Reporting). Ensure disbursements are appropriate in relation to Agency policies and procedures, and state and federal laws. 		<ul style="list-style-type: none"> • Research and Data team • Internal Audit
<ul style="list-style-type: none"> • Budget: Create budgets, plans, forecasts and analysis 		<ul style="list-style-type: none"> • Research and Data team
<ul style="list-style-type: none"> • Human Resources: Manage all employee related matters including state personnel system, classification and compensation, administration of employee leave, benefit coordination and worker's compensation, personnel policies, labor negotiations, performance management (e.g., training, coaching, mentoring, consultation, advice, progressive discipline) and onboarding. Design and implement Internal workforce development activities 	<ul style="list-style-type: none"> • Provider community workforce development 	
<ul style="list-style-type: none"> • IT: Operate and maintain agency data systems and technology assets 		

Administrative Services Scope

Functional Statement: Manage daily organizational operations of the agency

In Scope	Out of Scope	Linkage Needed
<ul style="list-style-type: none"> • Contracts: Manage contracts with providers 	<ul style="list-style-type: none"> • Monitor compliance with contracts and provide recommended actions 	<ul style="list-style-type: none"> • Contracts team manages and monitors relationships with contractors in consultation with Criminal and Juvenile Trial Chiefs and deputies when necessary
<ul style="list-style-type: none"> • Procurement: Review and assess purchasing needs for the Agency. Evaluate vendor resources and make recommendations. Develop, maintain and track non-provider contracts. Prepare drafts and amendments to agreements as necessary 		
<ul style="list-style-type: none"> • Case Support Services (CSS): Intake, research and pre-authorize case related expenses for public defense cases 	<ul style="list-style-type: none"> • Define and set policies and standards for CSSs 	<ul style="list-style-type: none"> • CAP
<ul style="list-style-type: none"> • Facilities Management: Purchase equipment, supplies and services. Manage space moves and facilities 		

Appendix F: Agency Risk Assessment Heat Map

		SEVERITY				
PROBABILITY	STRATEGIC Policy development: inadequate stakeholder input = ineffective policy	STRATEGIC The Agency may lack capacity to meet needs of clients, violating mission of agency	OPERATIONS Insufficient provider capacity	FINANCIAL Funding not driven by caseload work Forecasting case loads is based on historical cases	INFORMATION Lack of technology to provide adequate services	
	OPERATIONS Lack of internal & external policies & procedures - Understanding of internal processes & issue resolutions - Service provider payment policies	STRATEGIC Commission Members are state officials that lack understanding of governance over a state agency	STRATEGIC Staff Moral - may continue to decrease - turnover, in-fighting - loss & effectiveness	STRATEGIC No qualified attorneys	OPERATIONS NRE Authorization inconsistent: - Financial impact - Programmatic client impact	
	OPERATIONS The agency may not be able to provide timely representation impacting the ability to ensure maximum benefit of appellate relief	OPERATIONS Provider skill level capabilities	FINANCIAL No standards on spending (who do we pay and how, how much)	OPERATIONS Commission meetings - Commission diversity - Composition - Point of views	INFORMATION Lack of modern financial & case management system prohibits the agency from producing effective & timely information	
	FINANCIAL Insufficient general funds & FTE to achieve mission goals & objectives	FINANCIAL Unfunded payroll liabilities associated with delayed collective bargaining	STRATEGIC Divergent & competing demands of various stakeholders (Legislature, Providers, Judiciary Courts)	STRATEGIC Lack of clear communication (Internal, external) fosters an environment that leads to doubts & mistrust	OPERATIONS Inability to secure qualified attorneys to represent clients	
	INFORMATION Inability to forecast cases (could be coming from providers)	OPERATIONS May not have staff capacity to implement for collecting & tracking data	STRATEGIC Insufficient recruitment, retention & training to develop adequate qualified attorney pool	OPERATIONS Providers lack time to respond to OPDS reporting requirements	OPERATIONS Contracts lack control elements that protect the agency financially and enable monitoring & enforcement	
	FINANCIAL Inconsistent practices across jurisdictions leads to payment for unnecessary services	OPERATIONS JAS/CAS file database downtime/inability to continue to use	FINANCIAL Visibility to outstanding payments	STRATEGIC Agency loses credibility & Cooperation with Providers	OPERATIONS The agency and providers may not meet jurisdictional deadlines for newly referred cases impacting the ability to be in compliance with the law.	

		SEVERITY					
PROBABILITY	Commission Meetings - Commission Diversity - Composition - Point of Views	Legislature may not fund expectations in HB5030 - on-going funding of the work needed	No qualified attorneys	The Agency may lack capacity to meet needs of clients, violating mission of agency	Divergent & competing demands of various stakeholders (Legislature, Providers, Judiciary Courts)	NRE authorization inconsistent - Financial impact - Programmatic (Clients Impact)	
	Policy development: inadequate stakeholder input = ineffective policy	Commission Members are state officials that lack understanding of governance over a state agency	Insufficient recruitment, retention & training to develop adequate qualified attorney pool	Lack of clear communication (Internal, external) fosters an environment that leads to doubts & mistrust	Lack of identified project management capacity	Agency loses credibility & cooperation with Providers	
				LFO/Leg education about agency resource needs appropriate classifications/ positions/ additional capacity	Courts may approve defense attorney that have not been approved by OPDS	Establishment of standards drives providers away	

STRATEGIC

		SEVERITY				
PROBABILITY	Anxiety about change process/delay & Coraggio's role undermines effectiveness	JAS/CAS file database downtime/inability to continue to use	Providers lack time to respond to OPDS reporting requirements	Inability to secure qualified attorneys to represent clients	Insufficient provider capacity	Attorney productivity and quality may not meet expectations
	May not have staff capacity to implement for collecting & tracking data	Provider skill level capabilities	Outdated performance and qualified standards	NRE Authorization inconsistent: - Financial Impact - Programmatic Client impact	Contracts lack control elements that protect the agency financially and enable monitoring & enforcement	Staff Moral - may continue to decrease - Turnover, in-fighting - Loss & Effectiveness
	Changing legal standards (particularly for juvenile and raising ineffective assistance on direct appeal)	Lack of internal & external policies & procedures - Understanding of internal processes & issue resolutions - Service provider payment policies	The agency may not be able to provide timely representation impacting the ability to ensure maximum benefit of appellate relief	The agency and providers may not meet jurisdictional deadlines for newly referred cases impacting the ability to be in compliance with the law.	Providers are independent contractors which may impede our ability to oversee their work and mitigate risks of poor quality and performance	Recruitment issues finding qualified candidates

OPERATIONS

		SEVERITY		
PROBABILITY	APV/NRE database fail	No control over costs	No standards on spending (who do we pay and how, how much)	Funding not driven by caseload work and drives costs Forecasting case loads is based on historical cases
		Insufficient general funds & FTE to achieve mission goals & objectives	Unfunded payroll liabilities associated with delayed collective bargaining	Inadequate human resources to deliver strategic plan
		No time keeping base need for all performance standards	Policy development; inadequate stakeholder input = ineffective policy	Visibility to outstanding payments
		Inconsistent practices across jurisdictions leads to payment for unnecessary services	PCR cases not budgeted	Fraud

FINANCIAL

		SEVERITY			
PROBABILITY	Data may not be readily available to measure compliance	Lack of sufficient analysis & research re. existing data to align qualified attorney w/ caseload	Lack of technology to provide adequate services	Lack of modern financial & case management system prohibits the agency from producing effective & timely information	
	Ransom wear	May not have the IT to address caseloads, measures, outcomes & \$\$\$	Inability to forecast cases (could be coming from providers)	Data availability for case management	

INFORMATION

Appendix G: Agency Process Taxonomy

Taxonomy ID	Process Area
1.0	Manage Policy and Government Relations
1.1	Manage the Commission
1.2	Review Contracts
1.3	Provide Legal and Strategic Advice
1.4	Represent Agency in Legal Matters
1.5	Create and Advocate for Policies
1.6	Review and Advise on Legislative Matters
1.7	Review and Advise on Case Support Services (formerly Non-Routine Expenses (NREs))
1.8	Liaison between Legislature, Agencies and Other Partners
1.9	Develop Internal and External Communications
2.0	Manage Risk and Compliance
2.1	Identify, Assess and Mitigate Risks
2.2	Monitor Risks and Revise Mitigation Strategies
2.3	Conduct Research and Analysis
2.4	Establish, Monitor and Improve Performance Measures (e.g. case loads)
2.5	Provide Training and Support
2.6	Establish, Monitor and Review Policies and Procedures
2.7	Respond to Complaints
2.8	Monitor Public Defense Attorney Contract Compliance
2.9	Audit, Research and Investigate Case Related Expenses
3.0	Manage Appeals
3.1	Provide Representation
3.2	Approve and Manage External Providers
3.3	Ensure Case Initiation
3.4	Ensure Quality of Representation (based on quality standards)

Taxonomy ID	Process Area
3.5	Consult and Communicate with Clients
3.6	Ensure Timely Resolution of Cases
3.7	Allocate Resources and Manage Case Loads
3.8	Liaison with Courts and Other Agencies
3.9	Manage and Mentor Attorney Performance
4.0	Manage Financial Resources
4.1	Manage Daily Accounting Functions (e.g. pay providers)
4.2	Analyze Financial Information and Develop Reports
4.3	Create and Analyze Budget and Forecast
5.0	Manage Organizational Operations
5.1	Recruit, Hire and Onboard Staff
5.2	Develop and Retain Staff (i.e. workforce development)
5.3	Manage Staff Separation (i.e. retirement or dismissal)
5.4	Manage and Analyze HR Information (e.g., job descriptions, compensation structures)
5.5	Collect and Analyze Data
5.6	Operate and Maintain Data Systems
5.7	Operate and Maintain Technology Assets
5.8	Purchase Services, Supplies and Equipment
5.9	Manage Facilities, Leases and Space Moves
6.0	Manage Contracts
6.1	Draft and Negotiate Public Defense Attorney Contracts





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