

Goal 1: Enhance the SPD's capacity to represent clients and ensure the highest quality representation.

Objective 1: Mentor and train attorneys and support professionals.

- **Action Step 1:** Deliver high-quality training that promotes professional growth, strengthens team connection, and equips all professionals representing SPD clients with the skills and knowledge to excel in client-centered representation.
- **Action Step 2:** Develop a flexible mentoring framework for new attorneys and support staff, enabling local managers to tailor implementation to their specific needs and local context.
- **Action Step 3:** Expand the Assigned Counsel Division's mentoring program to support attorneys.

Objective 2: Enhance and expand recruitment efforts to attract diverse and talented professionals for the SPD team.

- **Action Step 1:** Increase visibility and awareness of the SPD's Diversity, Equity, and Inclusion plan.
- **Action Step 2:** Implement a recruitment strategy that highlights our mission and promotes opportunities to represent SPD clients.

Objective 3: Retain members of the SPD team.

- **Action Step 1:** Establish processes and practices that ensure consistent quality of work, prevent burnout, and support long-term well-being for the SPD team.
- **Action Step 2:** Optimize technology resources and ensure the SPD team has the necessary tools to do their job effectively and efficiently.
- **Action Step 3:** Foster a welcoming and inclusive environment where everyone feels valued and respected.



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Goal 2: Secure the resources needed for the SPD team to provide the highest quality defense.

Objective 1: Adjust workloads to ensure the highest quality defense.

- **Action Step 1:** Conduct a workload analysis and advocate for resources consistent with appropriate workload standards.

Objective 2: Increase staffing levels to promote effective and efficient operations.

- **Action Step 1:** Conduct a staffing needs assessment and compare our staffing levels to state agencies, prosecutors, corporation counsel, and current national studies to identify appropriate staffing ratios.
- **Action Step 2:** Advocate for increased positions based upon the needs assessment.

Objective 3: Determine the essential IT equipment, software, security measures, and services required for each position.

- **Action Step 1:** Develop and implement a standardized IT package for all staff positions.
- **Action Step 2:** Implement new IT-driven process improvements to enhance operational efficiency.
- **Action Step 3:** Identify opportunities to assist private bar attorneys with needed technical resources.

Objective 4: Advocate for fair pay for the SPD team.

- **Action Step 1:** Seek reliable and consistent pay progression for staff attorneys and indexing for private bar attorneys.
- **Action Step 2:** Seek to adjust classified staff pay structure to correct inequities.



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Goal 3: Change the unjust systems that harm our clients.

Objective 1: Improve the public perception of the SPD team.

- **Action Step 1:** Communicate the SPD's values and initiatives, and provide essential resources to the public and stakeholders.
- **Action Step 2:** Build and expand relationships with internal and external organizations committed to assisting the SPD in reaching its mission.

Objective 2: Advocate for reform to reduce the demand on the criminal legal system.

- **Action Step 1:** Actively engage with judges and prosecutors to encourage changes in charging practices, with the goal of fostering dialogue, educating stakeholders, and building consensus for necessary reforms.
- **Action Step 2:** Collaborate with managers and leadership to identify issues requiring change through litigation or legislation.

Objective 3: Fight to eliminate system-wide racial disparities.

- **Action Step 1:** Conduct comprehensive reviews of racial indicators within counties and regions and develop and disseminate guidance for race-based challenges and litigation.

Objective 4: Assess and propose legislative changes to Chapter 977.

- **Action Step 1:** Conduct a comprehensive review of Chapter 977 and related administrative code to identify opportunities for improvements.