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**BJA: PROGRAM DEVELOPMENT DIVISION
ACTIVITY REPORT FOR TECHNICAL ASSISTANCE GRANTEES
FINAL REPORT FOR GRANT 96-DD-BX-0038**

Grantee Name: National Legal Aid & Defender Association (NLADA)
BJA Grant Number: 96-DD-BX-0038
Grant Contact Person: Jo-Ann Wallace (program); Joan Kennedy (fiscal)
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I. DOCUMENTS/PUBLICATIONS

- **Document Name:** *A Passion for Justice: NLADA's National Defender Leadership Institute*
- **Document Purpose:** Contains a blueprint for designing the National Defender Leadership Institute (NDLI), created by a national advisory committee. NDLI is designed to develop, train and support public defense leadership as a strategic, cost-effective means of promoting efficient, accountable indigent defense programs that provide competent services.
- **Date Submitted:**
- **Number of copies distributed:** Report is currently being distributed in hard copy and through the NLADA web site. Approximately 50 copies have been distributed thus far.
- **General audience distributed to:** Public defense leaders, criminal justice policymakers leadership trainers.

- **Document Name:** *Ten Commandments of Public Defense Systems*
- **Document Purpose:** Inform design, implementation and improvement of indigent defense systems; included as introduction to United State Department of Justice (USDOJ) Report on Indigent Defense Symposium 2000
- **If yes, Date Submitted:** Published December, 2000
- **Number of copies distributed:** 2,000 CD-ROMs; posted on internet
- **General audience distributed to:** Criminal justice system leaders/policymakers in all fifty states including elected officials, chief executives, judges, prosecutors, law enforcement and chief defenders, among others.

- **Document Name:** *Parity. The Failsafe Standard*
- **Document Purpose:** Sets forth the importance to the Criminal Justice System of Adequately Funded Indigent Defense Structures; included in USDOJ Indigent Defense Symposium Report
- **Date Submitted:** Published December, 2000

- **Number of copies distributed:** 2,000 CD-ROMs; posted on internet
 - **General audience distributed to:** Criminal justice system leaders/policymakers in all fifty states including elected officials, chief executives, judges, prosecutors, law enforcement and chief defenders, among others.
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- **Document Name:** *The Ten Tenets of Fair and Effective Problem-Solving Courts*
 - **Document Purpose:** To promote the development of “best practices” in problem-solving courts and inclusion of defenders in the development and policymaking process.
 - **Date Submitted:** Published August, 2000
 - **Number of copies distributed:** approximately 200 in hard copy but also posted and obtainable through the NLADA web site.
 - **General audience distributed to:** Chief Defenders and others working on Problem-Solving Courts
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- **Document Name:** *Federal Assistance to State and Local Indigent Defense Programs 1998-1999* (Survey and Report on indigent defense access and utilization of Byrne Formula and other federal justice assistance grant programs)
 - **Document Purpose:** Survey of defender agency access to federal formula grant programs, including Byrne grants, Local Law Enforcement Block Grants, Juvenile Accountability Incentive Block Grants, Juvenile Justice and Delinquency Prevention Block Grants, Weed and Seed, and Drug Courts Program Office grants. Designed to inform defenders of availability of federal assistance, provide information on the types of activities that are funded and to promote increased defender access to federal criminal justice support.
 - **Date Submitted:** December 2001
 - **Number of copies distributed:** 400; posted on NLADA website.
 - **General audience distributed to:** Report is currently being prepared for distribution to every identified chief defender and administrators of state grant agencies
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- **Document Name:** *Indigent Defense and the Byrne Formula Grant Program. FY 1996 and 1997*
 - **Document Purpose:** Survey of defender agency access to federal Byrne formula grants. Designed to inform defenders of availability of federal assistance, provide information on the types of activities that are funded and to promote increased defender access to federal criminal justice support.
 - **Date Submitted:** February 1999
 - **Number of copies distributed:** 400; posted on NLADA website.
 - **General audience distributed to:** Indigent defense programs, state and local officials responsible for administering federal block grant programs

- **Document Name:** *Indigent Defense and the FY 1995 BJA Formula Grant Program*
- **Document Purpose:** Survey of defender agency access to federal Byrne formula grants. Designed to inform defenders of availability of federal assistance, provide information on the types of activities that are funded and to promote increased defender access to federal criminal justice support.
- **Date Submitted:** November 1996
- **Number of copies distributed:** 400; posted on NLADA website.
- **General audience distributed to:** Indigent defense programs, state and local officials responsible for administering federal block grant programs

- **Document Name:** *Indigent Defense and the FY 1994 BJA Formula Grant Program*
- **Document Purpose:** Survey of defender agency access to federal Byrne formula grants. Designed to inform defenders of availability of federal assistance, provide information on the types of activities that are funded and to promote increased defender access to federal criminal justice support.
- **Date Submitted:** December 1995
- **Number of copies distributed:** 400
- **General audience distributed to:** Indigent defense programs, state and local officials responsible for administering federal block grant programs

- **Document Name:** *Indigent Defense (bi-monthly newsletter)*
- **Document Purpose:** Information for and about the indigent defense community that highlighted and promoted “best practices,” innovation, and leadership and management trends and policies in the delivery of indigent defense services.
- **Date Submitted:** Initial submission in June 1997
- **Number of copies distributed:** 1,500
- **General audience distributed to:** Public defenders, assigned counsel, contract defense offices, judicial, legislative and executive branch officials, law libraries

- **Document Name:** *Management Best Practices*
- **Document Purpose:** Promote efficient and effective management, supervision, planning and accountability in public defender programs.
- **Date Submitted:** September 1999
- **Number of copies distributed:** 125
- **General audience distributed to:** Managers and supervisors in indigent defense programs

- **Document Name:** *Model Contract for Public Defense Services*

- **Document Purpose:** In an effort to contain costs, many jurisdictions have turned to contracting indigent defense services to the lowest bidder. This practice results in poor quality legal representation, wrongful convictions, inefficiencies in the administration of justice, diminishes public confidence in the integrity of the system and treats people unfairly. The model contract was drafted as a way to assist jurisdictions to develop contracting practices that incorporate quality controls.
- **Date Submitted:** February 2000
- **Number of copies distributed:** 200
- **General audience distributed to:** County officials, contract defense firms and organizations

- **Document Name:** *Defender Guidebook in Technology Integration in Criminal Justice Information Systems*
- **Document Purpose:** To guide defenders through the design and implementation issues affecting their offices when a state or local jurisdiction moves to make the information systems of its courts and criminal justice agencies interoperable, and to provide best-practices examples of defender involvement in such integrated systems.
- **Date Submitted:** February 2000
- **Number of copies distributed:** 200
- **General audience distributed to:** Public defender agency directors, state and county chief information officers

- **Document Name:** *Indigent Defense Standards: A Compilation of National Standards and Commentary*
- **Document Purpose:** To assemble all major national standards relating to indigent defense published by NLADA and related entities since 1970 in a single document; to scan older sets of standards in electronic format to facilitate posting on the internet and editing/customizing by local jurisdictions
- **Date Submitted:** February 1999
- **Number of copies distributed:** 500; posted on the NLADA website; distributed by e-mail in response to technical assistance requests
- **General audience distributed to:** Defenders, elected and appointed government officials and judicial officers

- **Document Name:** *Key Elements of Successful Adjudication Partnerships*
- **Document Purpose:** To enunciate a shared vision of effective adjudication partnerships, such as drug courts or correctional options programs, among the three national constituencies which produced the document: NLADA, The American Prosecutors Research Institute and the National Center for State Courts.
- **Date Submitted:** May 1999

- **Number of copies distributed:** Unknown; it was distributed as a BJA Bulletin; NLADA distributed several hundred
 - **General audience distributed to:** Public defenders, and presumably prosecutors, judges and criminal justice system planners
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- **Document Name:** *Guidebook for Defender Training Events*
 - **Document Purpose:** To serve as a step-by-step guide for designing and delivering training events for indigent defense professionals, including timeline and logistical planning
 - **Date Submitted:** October 2000
 - **Number of copies distributed:** 20
 - **General audience distributed to:** Training professionals in public defender offices
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- **Document Name:** *National Directory of Death Penalty Mitigation Specialists and Investigators*
 - **Document Purpose:** Complete listing of all death penalty mitigation specialists, including their training, experience, areas of expertise and geographic areas of practice
 - **Date Submitted:** March 1999
 - **Number of copies distributed:** 1,000
 - **General audience distributed to:** Attorneys, social workers, investigators engaged in capital defense
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- **Document Name:** *Information Needs Assessments of Professional Defenders*
 - **Document Purpose:** To survey the range of information needs (e.g., legal research, factual investigation, banks of motions or briefs) of public defender offices, and technological capabilities for accessing and manipulating information
 - **Date Submitted:** April 1999
 - **Number of copies distributed:** 1,500
 - **General audience distributed to:** Indigent defense offices
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- **Document Name:** *Defender Perception of Role, Effectiveness and Ethical Issues in Drug Courts (survey)*
 - **Document Purpose:** To examine the extent and nature of defender participation in drug courts, to inform defenders in a drug court or involved in the planning of a drug court regarding the range of issues and approaches taken.
 - **Date Submitted:** January 1998
 - **Number of copies distributed:** 1,500
 - **General audience distributed to:** Indigent defense offices

- **Document Name:** *Defender Training and Development Standards and Commentary*
- **Document Purpose:** To set and explain definitive national standards for the design and implementation of professional training events for indigent defenders
- **Date Submitted:** June 2000
- **Number of copies distributed:** 50
- **General audience distributed to:** Defender training professionals

- **Document Name:** *Final Report, Blue Ribbon Advisory Committee on Indigent Defense Services*
- **Document Purpose:** The Blue Ribbon Advisory Committee included leaders from the various criminal justice system entities (prosecution, courts, defenders and others) who surveyed the needs and produced recommendations for elevating the quality of indigent defense systems. The Committee made recommendations in the areas of adjudication partnerships, expanded defense-based social services to reduce recidivism, training, standards, and evaluation, among others. This report served as a blueprint for the provision of training and technical assistance throughout this project.
- **Date Submitted:** June 1997
- **Number of copies distributed:** 1,500
- **General audience distributed to:** Indigent defense offices

- **Document Name:** *Survey of Defender Training and Technical Assistance Needs*
- **Document Purpose:** To determine the specific areas of training and technical assistance carrying the highest priority in the field, to be served by NLADA during the period of this BJA grant; internal planning document
- **Date Submitted:** June 1997
- **Number of copies distributed:** 50
- **General audience distributed to:** NLADA Board, leadership councils and staff

- **Document Name:** *Defender Perspectives on Drug Courts: Successful Programs Which Could be Doing More*
- **Document Purpose:** Analysis of defender experiences in a sampling of drug courts
- **Date Submitted:** January 1997
- **Number of copies distributed:** 200
- **General audience distributed to:** Indigent defense offices

TRAINING SESSIONS

- **Date of Training:** Washington, D.C., 2000
- **Type/Purpose of Training:** Communications Skills for Leaders
- **Number of hours provided:** 4
- **Number of Attendees:** 67 participants
- **Type of Attendees:** Public Defense Leaders

- **Date of Training:** St. Louis, Missouri, 2000
- **Type/Purpose of Training:** “Train the Trainers:” Train defenders to establish and conduct training within defender programs
- **Number of hours provided:** 25+
- **Number of Attendees:** 52 participants
- **Type of Trainees:** Public defense trainers and supervisors

- **Date of Training:** Seattle, Washington, 1999
- **Type/Purpose of Training:** “Juvenile Representation Outside the Box”
- **Number of hours provided:** 15.6
- **Number of Attendees:** 84 participants
- **Type of Trainees:** Public defense providers who represent juveniles

- **Date of Training:** San Diego, California, 1999
- **Type/Purpose of Training:** Defender Leadership & Management Training
- **Number of hours provided:** 15.5
- **Number of Attendees:** 135 participants
- **Type of Trainees:** Public defense managers

- **Date of Training:** Chicago, Illinois, 1999
- **Type/Purpose of Training:** “Train the Trainers”
- **Number of hours provided:** 6.75
- **Number of Attendees:** 20 participants
- **Type of Trainees:** Public defense trainers and supervisors

- **Date of Training:** Lexington, Kentucky, 1998
- **Type/Purpose of Training:** “Train the Trainers”
- **Number of hours provided:** 7
- **Number of Attendees:** 56 participants
- **Type of Trainees:** Public defense trainers and supervisors

- **Date of Training:** New Haven, Connecticut, 1997
 - **Type/Purpose of Training:** Defense of Clients Charged with Sex Offenses
 - **Number of hours provided:** 20
 - **Number of Attendees:** 170 participants
 - **Type of Trainees:** Public defense attorneys and professionals
-
- **Date of Training:** Portland, Oregon 1997
 - **Type/Purpose of Training:** Integration of Social Services into Defense Advocacy
 - **Number of hours provided:** 16
 - **Number of Attendees:** 30 participants
 - **Type of Trainees:** Public defense attorneys and social workers
-
- **Date of Training:** Orlando, Florida 1997
 - **Type/Purpose of Training:** Skillfully Handling Scientific Evidence and Expert Testimony at Trial
 - **Number of hours provided:** 20
 - **Number of Attendees:** 125 participants
 - **Type of Trainees:** Public defense attorneys
-
- **Date of Training:** St. Louis, Missouri, 1997
 - **Type/Purpose of Training:** Defender Leadership & Management Training
 - **Number of hours provided:** 50
 - **Number of Attendees:** 75 participants
 - **Type of Trainees:** Public defense managers
-
- **Date of Training:** Albuquerque, New Mexico 1996
 - **Type/Purpose of Training:** Drug and Violent Crime Defense
 - **Number of hours provided:** 20
 - **Number of Attendees:** 100 participants
 - **Type of Trainees:** Public defense attorneys
-
- **Date of Training:** Baltimore, Maryland, 1995
 - **Type/Purpose of Training:** Drug and Violent Crime Defense
 - **Number of hours provided:** 16
 - **Number of Attendees:** 98 participants
 - **Type of Trainees:** Public defense attorneys

- **Date of Training:** Annually during grant period
 - **Type/Purpose of Training:** Appellate Defender Training
 - **Number of hours provided:** 22 average
 - **Number of Attendees:** approximately 80 – 120 participants each year
 - **Type of Trainees:** Public defense attorneys
-
- **Date of Training:** Annually during grant period
 - **Type/Purpose of Training:** Defender Advocacy Institute (DAI)/ trial skills training
 - **Number of hours provided:** 39 (average per year)
 - **Number of Attendees:** 40 – 75 participants each year
 - **Type of Trainees:** public defense attorneys
-
- **Date of Training:** Annually during grant period
 - **Type/Purpose of Training:** Life in the Balance: Death Penalty Investigation, Mitigation & Litigation Training
 - **Number of hours provided:** 100 (average per year)
 - **Number of Attendees:** 400 – 500+ participants each year
 - **Type of Trainees:** attorneys, social workers, investigators and other professionals who work with indigent clients

AUDIO-VIDEO TRAINING

- **Name of Video/PSA/AV Product:** Brainstorming Theories and Themes
 - **Purpose:** Available for self study or live group training in defender offices
 - **Status:** Complete
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- **Name of Video/PSA/AV Product:** Voir Dire
 - **Purpose:** Available for self study or live group training in defender offices
 - **Status:** Complete
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- **Name of Video/PSA/AV Product:** Opening Statements
 - **Purpose:** Available for self study or live group training in defender offices
 - **Status:** Complete

CONFERENCES/MEETINGS

- **Date of Meeting:** Washington, D.C., December 2000
- **Purpose:** American Council of Chief Defenders (ACCD) (formerly “Chief Defender Roundtable”) meeting with Attorney General Reno. (The ACCD is a Leadership Council that works with other criminal justice leaders for systemic

improvements and provides a forum for information exchange and peer-to-peer networking, training and support among the top executives in the defender community.)

- **Number of Attendees:** 75
- **Type of Attendees:** Public Defense Leaders

- **Date of Meeting:** Washington, D.C., October 2000
- **Purpose:** Meeting of leadership of Conference of Chief Justices, National District Attorneys Association and the American Council of Chief Defenders (ACCD) with Attorney General Janet Reno
- **Number of Attendees:** 25
- **Type of Attendees:** leadership and staff of organizations listed above, and National Center for State Courts

- **Date of Meeting:** Washington, D.C., August 2000
- **Purpose:** ACCD meeting with Attorney General (and other activities).
- **Number of Attendees:** 67
- **Type of Attendees:** Public Defense Leaders

- **Date of Meeting:** Minneapolis, Minnesota, May 2000
- **Purpose:** ACCD meeting
- **Number of Attendees:** 45
- **Type of Attendees:** Public Defense Leaders

- **Date of Meeting:** Chicago, Illinois, September 1999
- **Purpose:** Chief Defender Roundtable meeting (now the American Council of Chief Defenders (ACCD))
- **Number of Attendees:** 35
- **Type of Attendees:** Public Defense Leaders

- **Date of Meeting:** San Diego, June 1999
- **Purpose:** Chief Defender Roundtable meeting (now the American Council of Chief Defenders (ACCD))
- **Number of Attendees:** 45
- **Type of Attendees:** Public Defense Leaders

- **Date of Meeting:** Kansas City, Missouri, 1998
- **Purpose:** Leadership forum to provide opportunities for information exchange and peer-to-peer networking, training and support

- **Number of Attendees:** 30
- **Type of Attendees:** Public Defense Leaders

TECHNICAL ASSISTANCE

- *National Clearinghouse for Defense Services:* Computerized information database for defenders and legislative, judicial, fiscal and criminal-justice-planning officials. 10-15 technical assistance requests processed per month on average. Development of Clearinghouse Directory of written materials available. Primary areas of assistance provided: budget preparation, standards, office management, caseload controls, quality assurance (1995-1997).

WEB SITE

- *Internet-based technical assistance clearinghouse* inaugurated 1997, expanded and redesigned 2001 (www.nlada.org/defender).

Web-based substantive training on "Eyewitness Identification Evidence and Preventable Miscarriages of Justice." Featuring national expert on eyewitness identification, training will be available to an unlimited number of public defense practitioners and others interested in developing sound criminal justice policies and practices.

OTHER ACTIVITIES:

- **Chief Defender Database:** project to identify and create contact information and listserv to facilitate communication, information sharing and technical assistance to defender leaders across the country. Database currently has over 1,000 names.
- **Listserves:** Chief Defenders, Defender Trainers, Death Penalty Advocates, Appellate Defenders, Social Services: to facilitate communication, information sharing and technical assistance to indigent defense professionals.



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January 14, 2002

Jeanie Santos
Program Manager
Bureau of Justice Assistance
810 Seventh Street
Washington, D.C. 20531

Re: Assessment and Enhancement of Indigent Defense Services 96-DD-BX-0038

Dear Ms. Santos:

Please find enclosed a final report for this grant that includes a listing of activities conducted throughout the entire grant period. I have included a sample of some of the publications we have generated (and submitted previously) pursuant to the grant. They include:

- ❖ *A Passion for Justice*, which describes in detail NLADA's National Defender Leadership Institute, and a one-page fact sheet on the Institute;
- ❖ *Federal Assistance to Indigent Defense*, a report that details grant support during FY 1998 and FY 1999;
- ❖ Two sample copies of *Indigent Defense*, a now quarterly publication that began pursuant to this grant;
- ❖ The premier edition of *The Executive Summary*, a new newsletter for chief public defenders; and
- ❖ Excerpts from *Indigent Defense* which contain articles about some of the innovative and model practices that NLADA has helped to support and promote in the defender community throughout the grant periods.

Please let me know if you have questions or require further information and accept again our apologies for our misunderstanding regarding the content that was required for this final report. As you may be aware, all of the services provided pursuant to this grant were accomplished with a staff consisting of one - three fulltime attorneys, supplemented by a few consultants but mainly by many dedicated, volunteer defenders. I know I am speaking for all of them in expressing our appreciation for having BJA's support to help promote innovation and improve accountability, efficiency and the quality of services

provided by the public defense programs that play a vital role in justice systems across the country.

Sincerely,

Jo-Ann Wallace

Jo-Ann Wallace

Chief Counsel, Defender Legal Services



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December 21, 2001

Jeanie Santos
Program Manager
Bureau of Justice Assistance
810 Seventh Street
Washington, D.C. 20531

Re: Assessment and Enhancement of Indigent Defense Services 96-DD-BX-0038

Dear Ms. Santos:

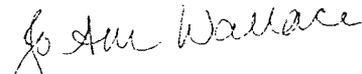
The above-referenced grant was extended to permit expenditure of \$8,859.40 in remaining funds that were committed to begin the process of designing a new defender leadership and management training program that would permit the National Legal Aid & Defender Association to incorporate and build upon the work of the Vera Institute for Justice National Defender Leadership Project, which BJA funded. As reflected in the enclosed financial report, the project commenced and the funds were expended during the grant period as anticipated.

I am pleased to report that the initial phase of the project has resulted in the establishment of a National Defender Leadership Institute (NDLI), which was designed by a national advisory committee that was convened to work on this BJA-supported project. The committee's report, "A Passion for Justice," details the blueprint pursuant to which the Institute is being created. The report, released this fall, is attached. I am also happy to report that NLADA was able to obtain funding to hire a project director, Cait Clarke, to begin development of the Institute. You may know that Cait was the Project Manager for the Executive Sessions on Indigent Defense, a BJA sponsored project of the Harvard University Kennedy School of Government and Law School. We are thrilled to have Cait join us, not only for the expertise she brings to the development of the Institute, but because it will give us another leadership forum to continue discussing the ideas that the Executive Sessions generated. Ms. Clarke has begun working on developing the curricula for the Institute's first training events, and to develop resources to support the full creation of the Institute that the report envisions. She also has worked on a draft of a "fact sheet" on the Institute, which I hope BJA might consider publishing. The draft is also included herein.

Finally, I am attaching a draft report on federal indigent defense funding. Although essentially complete in substance, the report is in the final stages of publication, which should be completed next week. We will forward the finalized publication as soon as we receive it.

We very much wish to thank you and BJA for the support that has been provided to indigent defense to help achieve balanced justice systems, and for the recognition that if one "leg of the stool" is unsupported, the entire criminal justice system suffers. Of course, please let me know if you have questions.

Sincerely,



Jo-Ann Wallace

Chief Counsel, Defender Legal Services Division