

THE STATE OF COLORADO

Office of the Alternate Defense Counsel



Vision

- ★ *To create an environment that promotes thorough evaluation, training, and technology, such that the State of Colorado's Office of the Alternate Defense Counsel is recognized as a national leader in the delivery of competent and cost-effective representation to indigent defendants.*

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Historical Perspective of the Agency:

The United States and Colorado Constitutions provide every accused person the right to be represented by counsel in criminal prosecutions, U.S. Const., amend. VI; Colo. Const., art. II, § 16. This constitutional right has been interpreted to mean that counsel will be provided at state expense for indigent persons in all cases in which incarceration is a possible penalty.

The Office of the Alternate Defense Counsel (OADC) was established pursuant to C.R.S. § 21-2-101, *et. seq.* as an independent agency of the Judicial Department of State Government. The OADC began operation on January 1, 1997.

Statutory Mandate/Directive

The Office of the Alternate Defense Counsel is mandated by statute to "provide to indigent persons accused of crimes, legal services that are commensurate with those available to non-indigents, and conduct the office in accordance with the Colorado Rules of Professional Conduct and with the American Bar Association Standards relating to the administration of criminal justice, the defense function." C.R.S. § 21-2-101(1).

The Colorado Supreme Court is the appointing authority for the nine-member OADC Commission. The OADC Commission is a bipartisan group of six lawyers and three non-lawyers. The OADC Commission oversees the agency pursuant to C.R.S. §21-2-101, *et. seq.* The members of the commission serve without compensation. The OADC Commission meets regularly and serves as an advisory board to the Alternate Defense Counsel.

Prior to the creation of the agency there was no standardized method for the court to appoint counsel for indigent defendants where the public defender's office had an ethical conflict. The court could appoint a lawyer who happened to be present in court, or use an *ad hoc* attorney list for appointments. A division of the Colorado State Public Defender's Office administered payments for all appointments.

Mission

The mission of the Office of the Alternate Defense Counsel is to provide indigent individuals (adults and juveniles) charged with crimes with the best legal representation possible. This representation **must** uphold the federal and state constitutional and statutory mandates, ethical rules, and nationwide standards of practice for defense lawyers. As a state agency, the OADC strives to achieve this mission by balancing its obligation to the criminally accused and to the taxpayers of the State of Colorado. The OADC is committed to insuring that indigent defendants receive the best legal services available.

Justification and Need for Program:

The Colorado and the United States Constitutions guarantee the right to counsel. The Office of the Alternate Defense Counsel contracts statewide with private criminal defense lawyers who work in every judicial district at a designated state rate. Before an indigent defendant is appointed an OADC contract lawyer, two statutory requirements must be met. **The individual must be indigent, and the public defender's office must have an ethical conflict of interest in representing that individual.**

OADC currently contracts with approximately 400 private lawyers and has worked with nearly 1,000 private lawyers over the past fourteen years.

These private lawyers represent adults and juveniles in criminal and delinquency cases filed in county, district, and appellate courts. The severity of case types range from traffic to capital murder cases (where the potential sentence is death). OADC contracts with criminal defense lawyers who may specialize in one or more of the following areas: Colorado Organized Crime Control Act (COCCA), juvenile delinquency, death penalty, sexual assault, and mental health issues, among others. The OADC also maintains a list of approved investigators and paralegals to provide necessary ancillary services. All OADC lawyers, investigators, and paralegals are independent contractors.

Criminal and delinquency cases often require additional resources such as discovery, transcripts, copying, experts, etc. These are mandated costs and constitute a separate line item in the OADC budget.

How the program works:

The OADC analyses each judicial district to determine the type and number of lawyers needed for conflict cases. Lawyers who want to contract with OADC complete an application. The agency then carefully screens each application for experience and competence. Prior to contracting with any applicant, the attorney is interviewed and their disciplinary history and references are checked. A contract is issued if the lawyer is suitable and the OADC determines their services are needed. The OADC also evaluates each lawyer prior to contract renewal. This process includes obtaining an updated application, interviewing the lawyer, soliciting feedback from the judicial districts, checking disciplinary history, and verifying compliance with the OADC policies and procedures. Not every applicant obtains a contract or has his or her contract renewed. The OADC contracts are neither sole source nor competitive bid contracts. These contracts do not contemplate or guarantee a specific dollar amount or a specific number of court appointments.

Every year the OADC provides each judicial district with an updated appointment list for the court to use when the public defender's office declares a conflict. For certain types of cases, such as death penalty, first-degree murder, juvenile direct file, appeals, and post-conviction cases, the courts contact the OADC office directly and the office arranges for the appointment of counsel.

Comparable Agencies:

The OADC is similar to the Office of the Public Defender in that it provides lawyers to represent indigent adults and juveniles accused of crimes. The OADC pays the lawyers, investigators, and paralegals for every hour they work and reimburses them for allowable expenses. This differs from the public defender system, where the lawyers, investigators, and paralegals are all salaried state employees.

On a federal level, the OADC contractors are similar to the Criminal Justice Act (CJA) panel attorneys; these lawyers accept appointments in federal court when there is a conflict with the Federal Public Defender. The major difference between these programs is the hourly rate. OADC lawyers are paid at a rate that is \$60 per hour *less* than the CJA federal rate of \$125 per hour (effective January 1,

2010). The CJA hourly rate for capital crimes is \$178 per hour (effective January 1, 2010); more than double the OADC capital case rate of \$85 per hour.

Funding and Staffing:

The OADC was appropriated \$23.2 million general fund dollars from the Colorado State Legislature for fiscal year 2011-2012. The agency has 7.5 full time employees (FTE), and its total administrative costs are 4% of its total budget.

Reduction of Services:

The mandate of the OADC, by both the federal and state constitutions, as well as by Colorado statute, is to provide representation for indigent defendants (adults and juveniles). The agency has no control over the non-capital or capital filings, or the number of individuals it must serve in any given year so it is not possible to reduce these constitutionally mandated services.

Objectives to Accomplish the Agency's Mission:

I. Provide competent legal representation Statewide.

The OADC contracts with over 400 private lawyers across Colorado to represent indigent defendants where the public defender's office has a conflict of interest. Although each of these lawyers is an independent contractor, the OADC is committed to insuring that the representation is of the highest quality possible with systematic evaluations. The lawyer contractors utilize investigators, paralegals and experts, who are monitored by the OADC.

II. Provide cost-effective legal representation statewide.

The OADC has no control over the number of criminal cases filed or prosecutors' charging decisions. However, the OADC is constantly seeking ways to maintain or reduce the average cost per case. Some cost saving strategic examples are: the utilization of technology through the execution of a Brief & Motions Bank and dissemination of electronic discovery to contract attorneys; applying accountability and analysis of contractor efficiencies; the implementation of a post-conviction pilot project that is similar to the current in-house appellate process.

Strategies utilized to meet Objectives:

- Maintain current compensation rates for all contractors.
- Monitor and contain total hours per case and ancillary costs.
- Provide statewide training for lawyers, investigators, paralegals and court personnel.
- Provide cost effective research tools and resources to OADC contractors to make them more effective and efficient.
- Evaluate, monitor, and audit contractors on an ongoing basis.

Core Objectives & Performance Measures

Performance Measure A.		FY06 Actual	FY07 Actual	FY08 Actual	FY09 Actual	FY10 Actual	FY11 Actual	FY12 Budget	FY13 Request
Maintain compensation rates for contractors. Initial goal set in FY2004-2005 was to reach competitive rates by FY2008-2009 of \$75 per hour.	Target	\$55	\$60	\$68	\$75	\$75	\$75	\$75	\$75
	Actual	\$47 No funding received for rate increase	\$57	\$60	\$65	Status Quo	Status Quo	Status Quo	Status Quo

The American Bar Association (ABA) standards require that court-appointed attorney compensation be “reasonable” and “adequate.” The federal courts have indicated that they believe courts should pay court-appointed attorneys a rate that covers overhead and provides reasonable remuneration.

In FY2004, the Joint Budget Committee recommended that the judicial agencies work together to have Court Appointed Counsel hourly rates consistent within the judicial branch. In fiscal year 2004-2005, a judicial department study recommended an hourly rate of \$71.00 per hour for attorney contractors. Because of the great disparity between \$47 per hour and \$71 per hour, the JBC recommended a five year implementation plan to secure a rate of \$75 per hour. The agencies have continued to pursue these hourly increases as the State of Colorado general fund has allowed. The OADC is not requesting an hourly rate increase for fiscal-year 2012-2013 due to the current state of the economy and the state’s budget shortfall.

As lawyers gain experience they are able to increase their private client base, where they may be paid anywhere from \$150 to \$350 per hour. This makes them less willing to accept court appointments. In an effort to at least maintain the current hourly rate, the OADC continues to seek alternative solutions to control its expenditures. These efforts include contract fees for most post-conviction and some appellate cases; curtailing some expert costs; increased monitoring of investigator and paralegal requests; expanding the brief and motions bank; providing expert research assistance and legal motion drafting as requested. The disparity between the private hourly rate and the OADC \$65 hourly rate continues to deter some attorneys from contracting with the OADC.

Evaluation of Prior Year Performance:

For the last three fiscal years, the OADC has not requested a rate increase due to the uncertainty of the economy and state budget shortfalls. The minimal rate increases in prior years has assisted with recruitment and retention of competent lawyers.

On January 1, 2010, the federal government raised its court-appointed attorney’s¹ hourly rate to \$125 per hour; for capital crime (death penalty) cases, the new hourly rate is \$178 per hour.

¹ Federal court-appointed attorneys are referred to as Criminal Justice Act (CJA) lawyers.

Key Indicators:

State of Colorado Felony Type	Hourly Rate Effective 1/1/1991	Hourly Rate Effective 7/1/1999 ₁	Hourly Rate Effective 2/1/2003 ₁	Hourly Rate Effective 7/1/2003 ₁	Hourly Rate Effective 7/1/2006 ₁	Hourly Rate Effective 7/1/2007 ₁	Hourly Rate Effective 7/1/2008 ₁
Death Penalty	\$40 out court \$50 in-court (\$41.66) 2	\$65	\$60	\$65	\$85	\$85	\$85
Felony A	\$40 out court \$50 in-court (\$41.66) 2	\$51	\$46	\$51	\$60	\$63	\$68
Felony B	\$40 out court \$50 in-court (\$41.66) 2	\$47	\$42	\$47	\$56	\$59	\$65
Juv, Misd, DUI, Traffic	\$40 out court \$50 in-court (\$41.66) 2	\$45	\$40	\$45	\$54	\$57	\$65

- 1 In court and out of court are paid at the same rate.
- 2 Based on the ABA standard (for every 6 hours worked 1 hour is in-court and 5 hours are out-of-court).

CJA Rates	Hourly Rate Effective 1984	Hourly Rate Effective 1/2000	Hourly Rate Effective 4/2001	Hourly Rate Effective 5/2002	Hourly Rate Effective 1/2006	Hourly Rate Effective 5/2007	Hourly Rate Effective 1/2008	Hourly Rate Effective 3/2009	Hourly Rate Effective 1/2010
Death Penalty	4/24/96 \$125			2/1/2005 \$160	\$163	\$166	\$170	\$175	\$178
Non- Capital	\$40 out court \$60 in-court (\$43.33) 2	\$50 out court \$70 in-court (\$53.33) 2	\$55 out court \$75 in-court (\$58.33) 2	\$90	\$92	\$94	\$100	\$110	\$125

State of Colorado Attorney General rate- blended rate for Attorney/Paralegal	FY03	FY04	FY05	FY06	FY07	FY08	FY09	FY10	FY11	FY12
Legal Service Rate	\$59.80	\$60.79	\$61.57	\$64.45	\$67.77	\$72.03	\$75.10	\$75.38	\$73.37	\$75.71

Performance Measure B.		FY10 Actual	FY11 Actual	FY12 Projection	FY13 Request
Contain the total number of Attorney hours per case. Includes all case type hours.	Target Attorney hours	19.64	19.64	19.64	19.64
	Actual	20.81	19.22		
Contain the total Attorney hours per case excluding Death Penalty cases.	Target Attorney hours	18.65	18.65	18.65	18.65
	Actual	18.93	16.96		
Contain the total Attorney hours per Death Penalty case.	Target Attorney hours	2,362.27	2,362.27	2,362.27	2,362.27
	Actual	1,843.97	1,936.80		
Contain the total Attorney hours per Type A Felony case.	Target Attorney hours	46.47	46.47	46.44	46.44
	Actual	49.74	44.46		
Contain the total Attorney hours per Type B Felony case.	Target Attorney hours	15.48	15.48	15.48	15.48
	Actual	16.45	14.73		
Contain the total Attorney hours per Adult Misdemeanor/Juvenile.	Target Attorney hours	7.81	7.81	7.24	7.24
	Actual	7.26	6.96		
Keep ancillary costs per case to a minimum.	Target Ancillary	\$119.73	\$119.73	\$124.07	\$124.07
	Actual	\$120.16	\$120.38		

Strategy:

The OADC reviews each individual contractor bill for reasonableness and accuracy. In an effort to increase the quality and efficiency of the OADC contract attorneys, the agency has implemented and will continue to seek out measures that will reduce billable contractor hours and associated ancillary costs. These measures include:

1. Continuing the in-house appellate case management system that streamlines the OADC appellate cases from inception through transmittal of the record on appeal.
2. Continuing the in-house post-conviction case management system to include triage and per case fee contracting.
3. Contracting with document management and paralegal professionals who specialize in organization and distribution of discovery in Colorado Organized Crime Control Act (COCCA) cases, death penalty cases, and other voluminous cases.

4. Attorney access to electronic court records pursuant to HB 08-1264.
5. Expanding and promoting the Brief and Motions Bank.
6. Providing expert legal research and legal motion drafting assistance.
7. Evaluating contractor efficiency and auditing contractor billing.
8. Closely monitoring expert requests.
9. Coordinating cost reduction methods for electronic discovery charged by individual district attorney offices across the state.
10. Training paralegals and attorneys for electronic filing of appellate briefs.

Evaluation of Prior Year Performance:

As you can see from the above tables, the agency has reduced the number of billable hours per case type except in capital cases. The implementation of cost saving measures as listed in the following paragraphs has reduced attorney billable hours:

Discovery: The OADC continues to provide electronic distribution of discovery in certain cases. Contracting with document management and paralegal professionals has allowed the OADC to take several thousand pages of paper discovery (costing a minimum of fifteen cents up to fifty cents per page to reproduce), and reduce it to one or two compact disks, costing very little to reproduce.

Although the use of modern technology has reduced the distribution cost of discovery in complex cases, the discovery costs paid to most district attorneys' offices statewide continues to increase. This increase is even more pronounced because the OADC caseload statewide has decreased.

Electronic Access to Court Records: OADC lawyers continue to benefit from access to electronic court records. As one contractor commented:

once again I must tell you what invaluable support you provide for all your contractorsbeing able to check on co-defendants and find out what is going on with their cases, who the attorneys are so we can contact them, is so essential. We previously could do it through co-courts or lexisnexis...well you could, but it gets expensive fast. It makes such a difference in talking to the DA to know what everyone else in the case is doing and what is realistic.

Appellate and Post-Conviction Cases: The agency has successfully reduced the number of attorney hours per case for appellate and post-conviction appointments. The agency's former appellate paralegal pilot program has transitioned to an appellate case management position, and now also includes case management for post-conviction cases. In addition to reducing the number of hours per case, this has dramatically shortened the time frame needed for post-conviction cases, by providing the attorneys with significant information regarding the case upon appointment. Feedback from OADC contractors, court clerks and judges has all been positive.

Evaluation and Auditing of Contractors: The OADC continues to audit individual contractors to analyze their billing procedures and patterns. The OADC has tailored trainings to address time management inefficiencies in order to reduce the number of hours per case.

Death Penalty: Capital cases are the most expensive case class. This includes lawyer time, investigator time, paralegal time, and all other ancillary costs. As long as there is a death penalty in Colorado, and OADC has a case, it will be expensive.

There is currently one death penalty case pending on the trial court level. The defendant is represented by OADC contractors. There are two death penalty cases proceeding under the Unitary Appeal Bill, and both defendants are represented by OADC contractors.

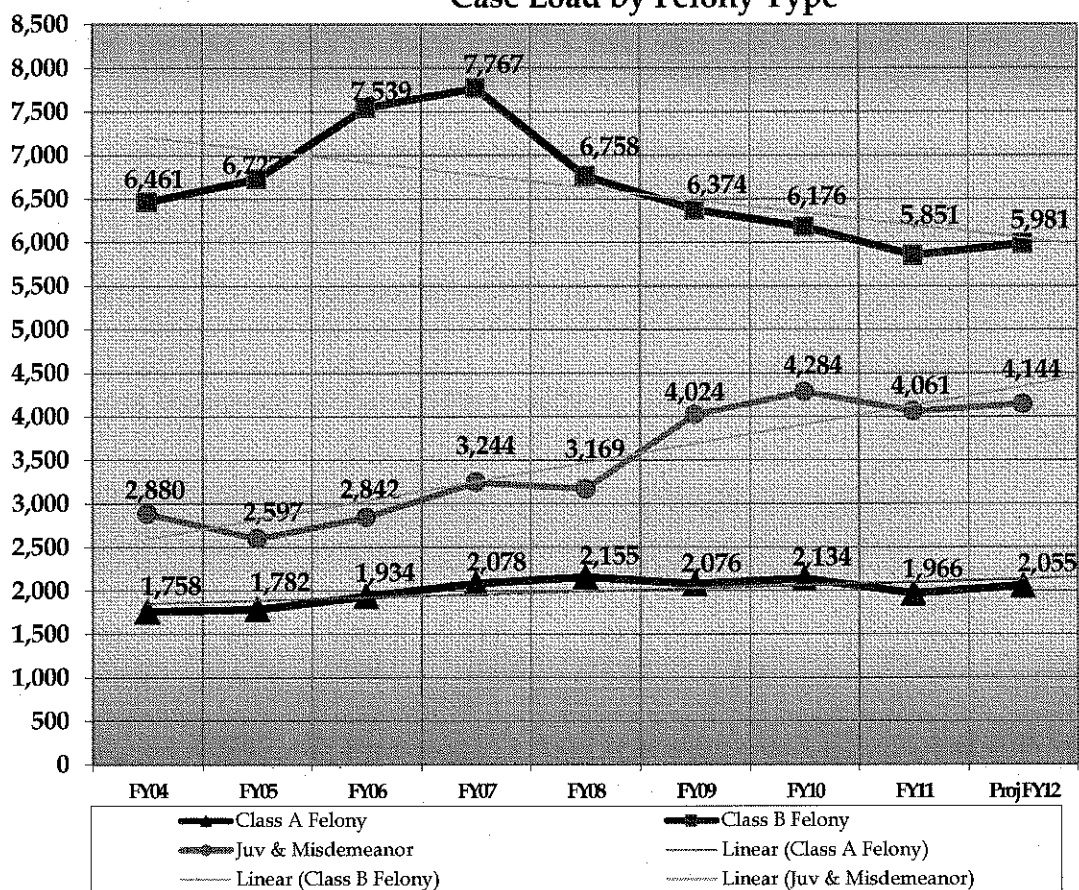
All of these death penalty cases arise out of prosecutions from the 18th Judicial District.

Key Workload Indicators:

The following table includes trial, appellate, post-conviction and special proceedings grouped by felony class type.

	Actual FY06	Actual FY07	Actual FY08	Actual FY09	Actual FY10	Actual FY11	Estimate FY12	Budget FY13
<u>Death Penalty</u>								
Cases	12	16	13	11	13	14	13	14
Attorney Hours	1,984	9,371	13,516	20,521	23,972	27,115	24,388	30,599
<u>Type A Felonies</u>								
Cases	1,922	2,062	2,142	2,065	2,121	1,952	2,042	2,061
Attorney Hours	94,689	94,454	104,256	109,497	105,497	86,788	94,830	95,713
<u>Type B Felonies</u>								
Cases	7,539	7,767	6,758	6,374	6,176	5,851	5,981	6,005
Attorney Hours	114,301	122,681	104,954	97,180	101,578	86,194	92,607	92,957
<u>Adult, Misd, Juv</u>								
Cases	2,842	3,244	3,169	4,024	4,284	4,061	4,144	4,222
Attorney Hours	22,221	26,699	23,610	29,141	31,091	28,245	29,984	30,550
Total Cases	12,315	13,089	12,082	12,474	12,594	11,878	12,180	12,302

Case Load by Felony Type



Performance Measure C.		FY10 Actual	FY11 Actual	FY12 Approp.	FY13 Request
Sponsor X number of trainings annually for attorneys, investigators, paralegals, and court personnel.	Target	10	10	10	11
	Actual	12	12		

Strategy:

Based on the Performance audit of 2006 the agency recognized the need for additional evaluation, monitoring and training of contractors. Since then the agency has developed three basic components to its training program.

1. Assess and determine the types of training needed for OADC contractors and court personnel.
2. Organize and present continuing legal education training for OADC lawyers, investigators, and paralegals.
3. Facilitate access to trainings by in-person attendance, DVD reproduction, and web broadcasting.

Evaluation of Prior Year Performance:

The OADC met and exceeded its training program target. The attendance at the trainings surpassed expectations and feedback was excellent. The agency was able to train on a variety of subjects that concern its contractors. For contractors who are unable to attend in-person, most trainings are Webcast and accessible to anyone with a high speed internet connection.

During FY2011, the OADC recognized a need to provide increased technology training for its contractors, and has begun providing hands on training in technology tools such as Adobe Acrobat Professional.

Key Workload Indicators:

	Actual FY10	Actual FY11	Estimate FY12	Budget FY13
Death Penalty Training	16 hours 50 Attendees	13 hours 20 Attendees	16 hours 50 Attendees	16 hours 35 Attendees
Appellate Training	12 hours 100 Attendees	15 hours 75 Attendees	16 hours 120 Attendees	
Client-Centered Representation	6 hours 75 Attendees	6 hours 45 Attendees		6 hours 60 Attendees
Ethics for Lawyers		6 hours 75 Attendees	6 hours 90 Attendees	
Veterans Advocacy	16 hours 160 Attendees			
Trial Practice Institute	25 hours 35 Attendees	35 hours 35 Attendees	35 hours 35 Attendees	35 hours 35 Attendees
Juvenile Training		18.5 hours 230 Attendees	30 hours 180 Attendees	12 hours 100 Attendees
Post-Conviction Training	4 hours 35 Attendees	3 hours 35 Attendees		3 hours 40 Attendees
Court-link Training	6 hours 50 Attendees			
Making the Record	4 hours 60 Attendees			
Effective Representation Post-Padilla	1.5 hours 40 Attendees			
GLBT issues in Domestic Violence Cases	2 hours 30 Attendees			
Legislative Update	1.5 hours 35 Attendees			
Investigator Training		12 hours 125 Attendees		6 hours 75 Attendees
Sentencing		4.5 hours 25 Attendees	6 hours 60 Attendees	6 hours 50 Attendees
Jury Selection Workshop			12 hours 20 Attendees	12 hours 35 Attendees
Adobe Prof. Training			22.5 hours 150 Attendees	12 hours 60 Attendees
Time Management/Efficiency		9 hours 76 Attendees	7 hours 50 attendees	6 hours 50 Attendees
Paralegal Training		3 hours 30 Attendees	15 hours 100 Attendees	8 hours 50 Attendees
Story Telling Workshop		24 hours 15 Attendees		

Performance Measure D.		FY10 Actual	FY11 Actual	FY12 Approp.	FY13 Request
Provide Cost-Effective Research Tools and Resources to ADC Contractors	Target	Increase brief and motions bank content/ materials by 20%. Contractors trained in its use.	Maintain and increase content in brief and motions bank by 10%. Ongoing training on use of brief and motions bank.	Update and improve brief bank, and implement legal research and motion drafting pilot project.	Update and improve and expand legal research pilot project.
	Actual	Over 2,300 documents.	Over 2,700 documents. Average users per month: 95.		

Strategy:

In an effort to promote quality and efficiency in OADC contractors, the agency recognized the need for providing cost-effective research tools and resources. To accomplish this, the agency is:

1. Continuing to improve and expand the Brief and Motions Bank.²
2. Implementing a legal research and motion drafting pilot project.
3. Training on electronic tools and resources.

Evaluation of Prior Year Performance:

In FY2011, the Bank grew to over 2,700 documents, broken down into searchable categories. As one rural-based contractor commented:

Hi Lindy: it was good to see you in Grand Junction on Friday. As I told you then, and now I repeat: the motion bank is a wonderful idea and a great tool to save time and gather new points to one's own motion. When I need to file a motion, I go to the bank and always find a motion I can develop, use, or simply get ideas from. This truly saves a lot of time, and I would recommend to all ADC members: please use the motion bank, and you will see how helpful it is.

The agency has also recognized a need for legal research and drafting assistance. Earlier this year the agency notified its contractors that this assistance was available on a first come, first serve basis. Preliminary responses indicate the likelihood of success for this program. The following comment comes from a contractor who has over 20 years of criminal defense experience: "Thank you very much for your help, it saved me a day's worth of research."

Key Workload Indicators: As noted above.

² The Brief and Motions Bank is an electronic data base containing high quality briefs and motions that have been indexed by topic. OADC contractors can use this resource as a starting point to efficiently address important legal issues in their cases.

Performance Measure E.		FY09 Actual	FY10 Actual	FY11 Actual	FY12 Approp.	FY13 Request
Interview contract applicants; evaluate contractors prior to contract renewal date, and ongoing performance monitoring. Contract with investigators.	Target Attorney	100%	100%	100%	100%	100%
	Actual	99%	99%	99%		
	Target Investigator	50%	50%	100%	100%	100%
	Actual	50%	25%	87%		

Strategy:

Pursuant to the state performance audit of 2006, the OADC began a process to insure that all OADC lawyers and investigators are under a current contract. This process includes interviewing and evaluating all attorney contractors and contracting with investigators. To accomplish this, the agency has developed 7 basic components:

1. Maintain a tracking system for all attorney and investigator vendors that include contract renewal dates.
2. Contact and request renewal applications from attorney contractors, interview and evaluate contractor, and renew contract if appropriate.
3. Receive feedback from judicial districts concerning OADC lawyers.
4. Verify attorney status with the Office of Attorney Regulation.
5. Monitor and evaluate lawyer courtroom practices.
6. Mandate training and testing for investigators prior to contract issuance or renewal.
7. Conduct audit and time-efficiency studies of select OADC contract attorneys.

Evaluation of Prior Year Performance:

As the numbers above indicate, the agency has essentially interviewed and approved or denied contracts with all contract attorneys. All attorneys are on a contract renewal cycle. The agency also has a procedure in place to process applications from new attorneys.

The State of Colorado does not have a formal licensing procedure for private investigators, nor does it appear that it will in the near future. Based on this OADC has developed a training and screening/testing process to be used prior to issuance or renewal of investigator contracts. Full implementation of this process is expected in FY2012. As a result of this modification to the investigator approval process, not all investigators are under contract.

Key Workload Indicators:

	Actual FY09	Actual FY10	Actual FY11	Estimate FY12	Budget FY13
Lawyer Contracts (New/Renewed)	126	130	160	118	160
Investigator Contracts	72	30	19	96	20

Priorities for the Office of the Alternate Defense Counsel for FY2011-2012:

During this economic down turn, the OADC is working diligently to contain costs. The OADC has not requested a rate increase for its contractors for the last three fiscal year budget cycles. This is in spite of a 5-year plan proposed by the JBC in FY2004-2005. The goal of the 5-year plan is to obtain an hourly rate of \$75 per hour for contract lawyers. The current rate averages \$65.00 per hour.

The OADC has conducted an evaluation to determine the costs that the agency can control, and those that are uncontrollable. As a result of this evaluation, the OADC developed and implemented changes to create efficiencies that would reduce billable attorney hours.

These changes include:

- a). Reducing travel time by matching attorneys and jurisdictions more appropriately.
- b). Providing access to electronic court records free of charge for OADC contract attorneys.
- c). Development of an in-house appellate and post-conviction case management system.
- d). Training sessions to address time management inefficiencies.
- e). Increasing the use of the OADC brief and motions bank and legal research assistance.
- f). Contracting with a document management and paralegal professionals who specialize in organization and distribution of discovery in multi-codefendant and voluminous cases.

CONCLUSION

During this economic down turn, the OADC has worked diligently to contain those costs over which it has control, while simultaneously insuring the continued provision of cost effective and competent representation to indigent defendants.

