The Workload Committee of the National Association of Public Defense exists to ensure, to the extent practicable, that every defender organization in the nation can reliably demonstrate the appropriate level of resources it needs to ensure that each one of its lawyers can provide reasonably effective assistance of counsel to each of their clients under prevailing professional norms. The members of NAPD’s Workload Committee collectively possess over two hundred years of experience as public defenders and/or individuals dedicated to developing evidenced-based workload standards. NAPD’s Workload Committee is currently co-chaired by Stephen Hanlon, NAPD General Counsel, and Mark Stephens, NAPD past-Chair and District Defender for the Public Defender’s Community Law Office in Knoxville, TN.

NAPD believes the time has come for every public defense provider to develop, adopt, and institutionalize meaningful workload standards in its jurisdiction. In March 2015, NAPD released its Workloads Position Paper, based on the conviction that a lawyer’s well-spent time is the single most important factor in a client receiving effective and competent representation. The paper strongly recommends that meaningful evidence-based standards for public defense workloads are best achieved and institutionalized through ongoing, contemporaneous timekeeping by public defense providers.

The men and women who make up NAPD’s Workload Committee possess a wealth of experience in developing meaningful measures to control public defense workloads and have developed and implemented a broad array of strategic initiatives specifically designed to meet the needs and challenges of individual jurisdictions. These men and women are available to come to your jurisdiction and work with you to assist you in developing meaningful strategies to control your workloads.

If you are interested in securing the assistance of the Workload Committee, please contact ernie.lewis@publicdefenders.us.

**CO-CHAIRS**

**Stephen F. Hanlon**

Mr. Hanlon has a long history of handling public interest and civil rights cases. In 1989, he founded the Community Services Team (CST) at Holland & Knight and for the next twenty-three years he served as the Partner in Charge of the CST, which during

**Mark Stephens**

Mark Stephens is currently serving his fourth term as the elected District Public Defender for the Sixth Judicial District (Knox County) of Tennessee, a position he has held since 1990. He practiced law in the private sector for nearly ten years before

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Stephen F. Hanlon (cont.)

Mr. Hanlon’s tenure was the largest full-time private practice pro bono department in the nation.

Since his retirement from Holland & Knight at the end of 2012, Mr. Hanlon has confined his practice to assisting and representing public defenders with excessive caseloads. He now serves as General Counsel to the National Association for Public Defense and is a Professor of Practice at St. Louis University School of Law.

Mr. Hanlon was lead counsel for the Missouri Public Defender in State ex rel. Mo. Public Defender Commission, 370 S.W.3d 592 (Mo.banc 2012), which was the first state supreme court case to uphold the right of a public defender organization to refuse additional cases when confronted with excessive caseloads.

Mr. Hanlon is currently the Project Leader for all of the American Bar Association’s public defender workloads studies. Four such studies have been completed (Missouri, Louisiana, Rhode Island and Colorado, available at www.indigentdefense.org). He currently serves as the Project Director for similar studies in several states.

Mark Stephens (cont.)

committing to public defense services.

Mr. Stephens has dedicated his career to building the Knox County Public Defender's Community Law Office into a national model of holistic, client-centered representation. Two years following his inaugural election, Stephens was faced with crushing caseloads. He filed what is believed to be one of the earliest known petitions asking the courts to cease appointing cases to his office. He filed a second petition in 2011. During Stephens' second effort to control workloads, he learned the critical role data plays in determining the outcomes of these workload control efforts. Since that time, Stephens has worked to create the most comprehensive data and analytics within a public defender office.

Stephens has served as President of the Tennessee District Public Defender's Conference, Chair of the Tennessee Supreme Court’s Indigent Defense Commission, and for two years served as Chairman of the National Association for Public Defense. He currently serves on the Steering and Executive Committees of NAPD. In addition, he has served for eight years as a member of the Board of Directors for Gideon’s Promise.

MEMBER PROFILES

Michael Barrett

Michael Barrett is the Director of the Missouri State Public Defender System, which is responsible for representing more than 80,000 indigent defendants a year statewide. While Michael began his work in public defense in Albany, NY, he has since served as a senior counsel to three governors in two different states. He has also served as Director of Missouri’s State Emergency Management Agency and was a former interrogator for the Department of Defense, certified in reading, writing and speaking Arabic.

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Michael Barrett (cont.)

When he took over as Director of MSPD, Missouri was ranked second to last in indigent defense funding nationally. Michael has since obtained a 26.33% general revenue budget increase in just the past two years and a 12% reduction in caseload, leading to a significant increase in trials (7.8%) and dismissals for impoverished defendants. He is a recipient of the American Bar Association’s Dorsey Award and is the Criminal Justice Chair for the Missouri NAACP. He teaches Constitutional Law and Civil Rights and Liberties at the University of Missouri and his work has been covered by Time Magazine, The New York Times, The Wall Street Journal, ABC, NBC, MSNBC, BBC, CNN, PBS Newshour, Slate, Buzzfeed, The Atlantic, The Washington Post, NPR, St. Louis Post-Dispatch, Bloomberg, The Kansas City Star, Fox, and U.S. News and World Report.

Bennett J. Baur

Ben Baur is the Chief Public Defender for the State of New Mexico. He oversees the New Mexico Law Offices of the Public Defender, which is responsible for over 200 staff attorneys in 13 offices, and for over 160 contract attorneys across the state.

When he first assumed the position in April 2016, he realized that caseloads in many parts of the state were two or even three times caseload limits set by the National Association of State Courts. In October 2016 his office started litigation to refuse case assignments and to withdraw from cases based upon excessive caseloads. The litigation drew national attention and was heard by the New Mexico Supreme Court, which eventually denied the requested relief, which he sees as but a minor bump on the road to reform. The LOPD has recently obtained funding for and started developing a workload study, with assistance from the American Bar Association and the NAPD. The New Mexico Public Defender Commission also recently promulgated a Case Refusal Protocol to guide and support workload control.

Bennett graduated from the University of California, Berkeley with a Bachelor’s Degree in Political Science, and received his J.D. from Hastings College of the Law in San Francisco. He is a Past President of the New Mexico Criminal Defense Lawyer’s Association and continues to serve on their Board. He has done extensive legislative, policy, and community work in the area of criminal justice reform.

Robert C. Boruchowitz

Bob Boruchowitz has written and spoken widely on public defense issues and has been critical to the development of state and national standards for defenders. He has participated in assessments of defender services in several states. He has served as an expert witness in systemic litigation on deficient defender services in numerous jurisdictions. Bob has conducted extensive
Robert C. Boruchowitz (cont.)

research and engaged in advocacy on the right to counsel in misdemeanor cases.

Prior to accepting his current position as law professor at Seattle University School of Law, Bob served as the Executive Director for the Seattle-King County Public Defender Association, a position he held for twenty-eight years. As Executive Director, Bob helped to develop a model defender services contract and assisted in drafting a state law requiring local governments to develop public defense standards.

In 2003, Bob served as a Soros Senior Fellow where he addressed the denial of counsel in misdemeanor and juvenile cases.

Professor Boruchowitz has served as an expert witness in Allen v. Edwards, brought by the Southern Poverty Law Center alleging systemic denial of effective public defense representation in Louisiana (pending); Hurrell-Harring, brought by the New York Civil Liberties Union involving the denial of counsel in five counties in New York State (2013-014) (in Hurrell-Harring the New York Supreme Court Appellate Division qualified Bob as an expert "on the operation of indigent defense systems and the evaluation of such systems in light of prevailing professional standards;" and, in Best v. Grant County, a class action lawsuit seeking injunctive relief from systemic ineffective assistance of counsel in Grant County, Washington.

In 2009, Bob authored declarations in support of motions filed by the Miami-Dade Public Defender to withdraw due to excessive caseloads and in a response to a motion for summary judgment in Kentucky where the Kentucky Public Advocate had initiated a declaratory judgment action over excessive caseloads.

In May of 2015, Bob spoke before the United States Senate Committee on the Judiciary regarding protecting the constitutional right to counsel for indigents charged with misdemeanors.

Professor Boruchowitz was a founding member of the American Council of Chief Defenders where, in 2007, he and two other colleagues, drafted a Statement on Caseloads and Workload which was approved by the full membership of the ACCD. Bob currently serves on the Council on Public Defense for the Washington State Bar and Chairs the Standards Committee for that organization.

Nora Christenson

Nora Christenson is the Hurrell-Harring Caseload Relief Implementation Attorney at the New York State Office of Indigent Legal Services (ILS). In this role, she has contributed to the development of New York State’s recently issued Caseload Standards which are currently being implemented with state funding in five counties, pursuant to the Settlement in Hurrell-Harring v. State of New York, and will be extended statewide by 2023, pursuant to recent legislation. Notably, the new Standards are broken out into seven categories – violent felonies, non-violent felonies, misdemeanors and violations, parole revocations, post-disposition (including probation violations), appeals of verdicts, and appeals of guilty pleas – and are delineated as both an average.

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Nora Christenson (cont.)

maximum number of cases per year and average minimum hours to be spent on each case. Nora has experience in both the development and the implementation of Caseload Standards. Nora has worked with a research organization to conduct a three-phase caseload study in five counties, she has conducted interviews and surveys to understand public defense providers data entry practices and policies, and worked on the ILS team that developed the newly issued Caseload Standards and standard definition of a “case” for the purposes of caseload counting and analysis. Nora works with both institutional defenders and assigned private counsel programs to develop and implement plans for building infrastructure to support attorney casework and meaningfully reduce attorney caseloads. Additionally, Nora works with the ILS Research team to evaluate each Hurrell-Harring provider’s progress toward reducing caseloads and meeting Caseload Standards, while identifying issues and potential roadblocks and problem-solving solutions. As ILS’s Caseload Standards are applicable to both institutional defenders and assigned private counsel, Nora and her colleagues have worked to understand and explore the differences between reducing institutional provider caseloads and reducing assigned private counsel caseloads, considering entire attorney workload and what it means to apply caseload standards in each setting.

Nora also serves as ILS’s Raise the Age Liaison and is working with stakeholders on implementation of New York’s new Raise the Age law which, after full implementation in 2019, raises the age of criminal responsibility for some crimes from 16 to 18 years old. Prior to joining ILS, Nora was an attorney at The Legal Aid Society in New York City. There, Nora represented thousands of clients accused of crimes in Brooklyn, NY and helped to start the Community Justice Unit (formerly Anti-Gun Violence Unit), a New York City-wide community outreach team that partnered with community based organizations to bring criminal and civil legal services to historically underserved communities.

Dawn Deaner
Dawn Deaner was the Metropolitan Public Defender for Nashville-Davidson County, Tennessee from 2008 through 2018, and an Assistant Public Defender in the Office for 11 years before that. As the Public Defender, Dawn worked to implement a culture of client-centered representation in the Nashville Defenders Office. In 2014, after studying the complex and devastating problems created by excessive public defense workloads, Dawn became the first Public Defender in Nashville to implement workload controls for her Office. At the same time, she introduced rigorous time-tracking requirements for staff, and became a vocal proponent for reducing excessive Public Defender workloads across Tennessee. In 2017, after efforts for increased funding for her Office failed, Dawn imposed additional workload controls, which remain in effect today. In 2018, with input from a newly formed Client Advisory Board, her Office also published formal representation standards that outlined for staff, their clients and the Nashville legal community the essential components of ethical criminal defense representation.

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Dawn Deane (cont.)

Upon her departure from the Public Defender’s Office, Dawn will continue advocating for indigent defense reform by launching the Choosing Justice Initiative in Nashville. CJI will work to eliminate wealth-based disparities in the criminal legal system; provide comprehensive legal services to indigent individuals facing criminal prosecution in Nashville; and promote reform initiatives that empower those most impacted by mass incarceration to define how justice works in their communities.

Dawn currently serves on the Executive and Steering Committees of the National Association for Public Defense, and on the Board of Directors for Gideon’s Promise and the Family Reconciliation Center. She is also an Advisor to the Nashville Community Bail Fund, and a member of the 2015 Leadership Nashville Class. In 2011, Dawn received the Ashley T. Wiltshire Public Service Attorney of the Year award from the Tennessee Bar Association, and in 2012, Gideon’s Promise recognized Dawn’s work to improve indigent defense in the South with its Stephen B. Bright Award. In 2017, Dawn was the first woman to receive the Nashville Bar Association’s Jack Norman Sr. Award, which honors an attorney who demonstrates respect for the rights of all individuals in the criminal justice system. Dawn earned a B.A. in English from Columbia College in 1993, and her J.D. from George Washington University Law School in 1996.

Jean M. Faria
Capital Case Coordinator

Jean M. Faria became the Capital Case Coordinator in 2013. Prior to that she was appointed State Public Defender by the Louisiana Public Defender Board on June 1, 2008. For the previous 11 years, Ms. Faria served as the Assistant Federal Defender for the Middle and Western Districts of Louisiana, in Baton Rouge, Louisiana. From 1995-1997 she was the Chief Executive Officer of the Louisiana Indigent Defender Board in New Orleans. She served as a prose staff attorney in the Middle District of Louisiana handling prisoner litigation for the District from 1991-1995. Ms. Faria worked as an assistant public defender in the 19th Judicial District Public Defenders’ Office in Baton Rouge from 1983-1991.

Ms. Faria has been active in the public defense reform movement, both locally and nationally, for many years. She is a member of the National Association for Public Defense and serves on the Workload, Racial Justice and Death Penalty Committees. She is a charter member of the Louisiana Association of Criminal Defense Lawyers and long-standing member of the National Association of Criminal Defense Lawyers. In December 2009, she received The Justice Albert Tate Jr. Award, LACDL’s lifetime achievement award. For more than 10 years she served on the Board of Directors of the National Legal Aid and Defender Association, which she chaired for two years, and spent years as the Chair of the Defender Policy Group within that organization. She is a former Chair of the Indigent Defense Advisory Group (IDAG) after serving six years on the Standing Committee on Legal Aid and Indigent Defendants (SCLAID) and remains an active member of IDAG and the Louisiana and American Bar Associations.
Jean M. Faria (cont.)

Ms. Faria assisted in the Louisiana Project, Louisiana's weighted workload study, routinely testified before the state legislature and frequently testifies in district courts regarding issues associated with indigent defense. She is a member of the Indigent Defense Research Association and the Defender Research Consortium. She regularly lectures at criminal defense trainings and participates in policy research of state public defender systems around the county.

Daniel T. Goyette
Chief Public Defender/Executive Director

Daniel Goyette began his legal career in 1974 as a staff trial attorney with the public defender’s office, eventually becoming Chief Trial Attorney. In 1982, he was appointed the Chief Public Defender for Jefferson County and has served as Executive Director of the Louisville-Jefferson County Public Defender Corporation for the past 36 years. During his leadership tenure, he has challenged excessive defender workloads and inadequate funding in a variety of ways, including litigation and service reductions. He recently co-authored an article entitled “Meet-and-Plead: The Inevitable Consequence of Crushing Defender Workloads,” which was published in Litigation, The Journal of the American Bar Association Section of Litigation. He is presently a member of the ABA Criminal Justice Council, and has served as a member of the ABA House of Delegates, the ABA Standing Committee on Legal Aid and Indigent Defendants, and the ABA Standing Committee on Ethics and Professional Responsibility. In 1997, he received the American Bar Association’s Dorsey Award. He currently serves as NAPD Ethics Counselor and is a member of the Workload Committee. He co-chaired the Caseload Standards Taskforce of the American Council of Chief Defenders, which produced ACCD’s 2007 Resolution and Statement on Caseloads and Workloads. Since 1979, he has been a member of the adjunct faculty at the Brandeis School of Law at the University of Louisville, and has lectured on a variety of legal issues and topics both locally and nationally. Mr. Goyette is a past president of both the Louisville Bar Association and the Louisville Bar Foundation. In 2007, he was selected as the recipient of the state’s Outstanding Lawyer Award by the Kentucky Bar Association. He is a charter member of the Louis D. Brandeis American Inn of Court and Chair of its Membership and Governance Committee. He is also a charter Board member and past President of the Kentucky Association of Criminal Defense Lawyers (KACDL). The Department of Public Advocacy presented the Gideon Award to Mr. Goyette in 1994 for “his extraordinary commitment to equal justice and his courage in advancing the right to counsel for the poor in Kentucky.” Mr. Goyette is a graduate of Marquette University, the Rome (Italy) Center of Liberal Arts, and the University of Oklahoma College of Law.

Norman Lefstein
Professor of Law and Dean Emeritus, Indiana University McKinney School of Law

Professor Lefstein is a graduate of the University of Illinois College of Law and received the LL.M. degree from the Georgetown University Law Center as a
Norman Lefstein (cont.)

member of the E. Barrett Prettyman Program in Trial Advocacy.

His prior positions include service as director of the Public Defender Service for the District of Columbia, as an Assistant United States Attorney in D.C., and as a staff member in the Office of the Deputy Attorney General of the U.S. Department of Justice. During the past five decades, he has published extensively about public defense in the U.S. and England, and he also has assisted in the development of ABA standards and policies related to the delivery of defense services. In recent years, he also has been involved in ABA workload studies.

His bar activities have included chairing the ABA Section of Criminal Justice, serving on the editorial board of the ABA/BNA Lawyers’ Manual on Professional Conduct, and having been a member, consultant, and Special Advisor to the ABA Standing Committee on Legal Aid and Indigent Defendants.

Professor Lefstein’s publications include serving as reporter for the ABA’s 2009 Eight Guidelines of Public Defense Related to Excessive Workloads. As a consultant to the ABA Standing Committee on Legal Aid and Indigent Defendants, in 2011 the ABA published his book, Securing Reasonable Caseloads: Ethics and Law in Public Defense. Professor Lefstein also co-authored the 2004 ABA report, Gideon’s Broken Promise: America’s Continuing Quest for Equal Justice; and as Reporter in 2009 he completed for the Constitution Project, Justice Denied: America’s Continuing Neglect of Our Constitutional Right to Counsel.

Since the 1980’s, Professor Lefstein has served frequently as an expert witness in cases involving legal ethics and effective defense representation, including appropriate caseloads and support services for public defenders. In working as an expert, Professor Lefstein has appeared in 14 different state courts in the U.S., as well as several federal courts and disciplinary bodies.

In 2005, Professor Lefstein was honored as recipient of the Champion of Indigent Defense Award, presented by the National Association of Criminal Defense Lawyers.

Ernie Lewis

He has been a public defender since graduating from Washington University School of Law in 1977. For thirteen years, he ran a trial office in Richmond, Kentucky, and soon learned that caseloads/workloads would become his biggest management challenge. When he was named to be the Kentucky Public Advocate in 1996, reducing overall workloads became one of his primary goals. He campaigned for 12 years over three terms to reduce workloads using primarily the NAC standards combined with the ACCD and ABA opinions in an Executive and Legislative Branch strategy to persuade funders to lower workloads. At the end of his third term, a dramatic cut in the budget resulted in suing the Governor, Speaker of the House, and President of the Senate as well as the ordering of employees out of lower level cases. He believes the workloads issue is THE existential issue facing public defense.
Erik Stilling, Ph.D.
Information & Technology Management, Louisiana Public Defender Board

Erik has developed a statewide data collection and real-time analytics feedback case management and financial management system (CMS/FMS) covering all 42 districts in Louisiana for the Louisiana Public Defender Board (LPDB). In response to the fact that district-level attorneys and administrators are by law prohibited from being state employees, Erik had garnered broad voluntary participation in data collection by offering a fair exchange of automated conveniences to the district personnel in trade for their data entry time and effort. To this end, the LPDB technology provides real-time dashboard analytics to promote district-level data-driven decision-making and produces automated submissions of regularly required reports for district-level administrators, and time-saving features to the line attorneys which encourage participation because the data entered contributes directly and instantly to these conveniences. The data is also used by the state Board for unobtrusive monitoring and statewide aggregate reports which allow for individual attorney-, district- and state-level caseload reports, case outcome comparisons and correlations as well as financial analyses and forecasts and many other reports. To further promote district-level buy-in and a sense of authorship among district-level database users, the LPDB staff periodically conducts data entry trainings which devote significant portions of time to focus group inquiries regarding improvements to existing features of the CMS/FMS as well as regarding which new features should be developed.

Carlitos J. Martinez

Carlos Martinez is the elected Public Defender for Miami-Dade County, Florida, where he manages an office with a $30 million budget, with almost 400 employees, handling approximately 70,000 cases each year. He has more than twenty years of management experience both in the Public Defender’s office, as well as in private enterprise prior to law school. Carlos was first elected in 2008 when his office’s caseload had far surpassed all recognized caseload limits. His predecessor challenged excessive attorney caseloads, litigation that Carlos continued. In the litigation, Carlos served as the expert witness on his office’s workload data, a critical component to prove the case without having ongoing time-keeping or a workload study. In 2013, the Supreme Court of Florida ruled in his office’s favor, upholding the right to effective, competent counsel.

Since his election in 2008, Carlos helped pass the Florida Public Defender Association’s Florida Guidelines for Criminal Defense Representation, had his office implement practices consistent with ABA’s Eight Guidelines of Public Defense Workloads, including ongoing data collection and review, and monthly one-on-one communication between his attorneys and supervisors to ensure compliance with performance guidelines and workload measures.

Carlos serves on the American Bar Association’s Standing Committee on Legal Aid and Indigent Defendants, the National Association for Public Defense Executive Committee, and is a member of the Institute for Innovation in Prosecution’s Executive Session on Rethinking the Role of the

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Carlos J. Martinez (cont.)

Prosecutor in the Community. He served on the Florida Blueprint Commission on Juvenile Justice, was Vice President of the Florida Public Defender Association and chaired The Florida Bar’s Legal Needs of Children Committee.

Carlos served on technical assistance and training teams assessing public defense management of the Honduran National Office of Public Defense, and the Public Defender Offices in Schenectady County (New York), San Bernardino County (California), Maricopa County (Arizona), and Marion County (Indiana).

Janene K. McCabe

Janene McCabe is the Director of Litigation Technology for the Colorado State Public Defender. Janene started her career as a line deputy in county court, moving up to a felony caseload and then supervising and training interns and new lawyers. Janene has a background in technology stemming from her work teaching software prior to becoming a lawyer. In 2014 Janene was appointed to the centralized state Public Defender Office to help the entire system incorporate technology into the legal practice. Janene was tasked with handling the Workload Study as directed by Doug Wilson, the Colorado State Public Defender.

The 2016 Colorado Workload Study was a project with many collaborators including the ABA and Rubin-Brown, an accounting firm. Janene was responsible for facilitating the data collection, documentation, training of all staff, monitoring of data, and reporting. Janene has extensive on-the-ground experience with understanding the tools and steps necessary to undertake a workload study. Colorado developed a web app for easy use of data entry which was integrated with our proprietary case management system. We used several tools for data analytics and monitoring during the data collection process and Janene led discussions with managers and staff members regarding compliance standards and giving guidance on how to improve efficacy. Janene was instrumental in translating the raw data into a workable format to explain the current workloads, demonstrating the need for increased resources, which Doug Wilson effectively used with state legislative funders. Janene can give guidance on how to get started, practical advice on pitfalls to avoid, internal training and documentation, data monitoring, and report writing.

Ed Monahan

Ed Monahan is a national criminal and public defense consultant and trainer. He was the chief defender of the Kentucky Department of Public Advocacy, the statewide public defense program, from 2008–2017. During these years as chief defender, the statewide public defender program faced increased case appointments without sufficient additional resources. Ed promoted the public value of public defense and successfully obtained funding in addition to the appropriated budget to address the increased workload. Ed is a 1976 graduate of
Ed Monahan (cont.)

Washington D.C.’s Catholic University of America’s Columbus School of Law and began as a Kentucky public defender in 1976. He has presented on reducing workloads through criminal justice policy changes. For instance, reclassifying low level misdemeanors to violations and providing community-based alternative sentences focused on treatment in place of costly incarceration. The sentencing plans are developed by social workers who use motivational interviewing within the protection of the attorney-client privilege. From 2013 through 2018, Ed chaired the National Association for Public Defense Education Committee which has promoted education on workload issues through its webinars. He co-authored with James J. Clark Excessive Workload ethics chapter in ABA Ethics Manual for Public Defenders (Rodney J. Uphoff, ed., 1995).

Doug Wilson

Doug began his public defender career with the Colorado Public Defender system in 1981. He got the PD “bug” working for the Hamilton County public defender while attending law school at the University of Cincinnati. As a baby PD he began his career in Pueblo, Colorado where he learned to try cases, but knew little about administration and workloads.

Colorado is a State-wide system with 21 trial offices, and an appellate office and administrative office. In 1992, Doug was appointed as the office head of the Pueblo, Colorado office, where he led the Pueblo trial office and defended capital cases across Colorado until his appointment to the position as the Colorado State Public Defender (OSPD) in 2006.

Since 1996, the OSPD has used time keeping and workload studies to procure funding and to staff our offices across the state. We used the Spangenberg group and, beginning in 2016, the Delphi methodology with Rubin/Brown and the ABA.

By 2018 when he retired, the OSPD had a 98-million-dollar budget and a staff of almost 900 people. As the State Public Defender, he oversaw the last time keeping and workload Delphi study in 2016. Using workload data (starting with Spangenberg and including the latest Delphi analysis), he led our system from a 50% deficit in staffing to a 10% deficit; from a budget of 30 million to a budget of 98 million; and from 425 employees to 871 employees in less than 12 years. Much of the increases were a direct result of the use of workload studies throughout the years to establish our resource needs with our state legislative funders. Doug believes that what he has to offer is internal and external communication strategies and implementation of those strategies.

Deepak Budwani

Deepak Budwani is the Chief Financial and Administrative Officer for the Santa Barbara County Public Defender’s Office with a budget of approximately $12.4 million and a staff of roughly 75 employees. He started in

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Deepak Budwani (cont.)

the Office December 2017, after previously being the Office Administrator for the Canyon County Public Defender’s Office. An accomplished executive with diverse work experience ranging from policy-making and legal to management of financial and technology. He manages all Public Defender administrative and legal support staff, information technology, fiscal and human resources.

Deepak’s passion for technology and law made him the perfect candidate for Office Administrator when Canyon County, Idaho, decided to bring their public defense in-house in July 2014. Deepak was recruited from a private firm in Riverside, California to set up the Canyon County Public Defender’s Office (CCPD). Deepak was CCPD’s first employee and responsible for building and implementing a paperless case management system, no small task. In less than 90 days, Deepak had helped design and layout the office space, hired 35 employees, negotiated legal research contracts and investigator software, and procured all computer systems, including phone systems and office equipment. Because of Deepak’s extensive background in legal practice management, technology, and finance, the Canyon County Public Defender’s Office was set up and opened on October 1, 2014.

Prior to joining the Canyon County Public Defender’s Office, Deepak worked for a private law firm in Riverside, California, where he assisted in civil litigation, business and real estate law, and criminal law. There Deepak was responsible for implementing a paperless system for all criminal cases along with a paperless document management system for civil discovery.

Deepak is committed to legal efficiency. Deepak understands and adapts to changing technologies and is responsive to those changes in legal practice. He is a firm believer in using financial analysis/statistics as a tool to improve funding and case results for the indigent population.

FUNDING FOR PUBLIC DEFENSE EXPERT CONSULTATION

The initial consultation with the co-chairs of the NAPD Workload Committee is complimentary. Ongoing assistance is at $75.00 per hour. Funding can come from the public defense organization or that organization can seek financial assistance from the local bar association or a national foundation.

One such national foundation is The NAPD Fund for Justice, a nonprofit enhancing the right to counsel and public defense in the United States. Nationally, The NAPD Fund for Justice seeks to fund technical assistance to local defender programs on issues such as reducing workloads, obtaining education for staff, procuring resources, offering scholarship opportunities for leadership and skills programs, and providing student loan repayment assistance. For more information, visit the website at https://fundforjustice.org.

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