



**Office of the** **Alternate**  
**Defense**  
**Counsel**

**Annual Report to the Joint Judiciary Committee**

**Pursuant to  
HB 13-1299 (SMART Act) and  
HB 14-1032 (Juvenile Defense)**

**November 29, 2018**

**Lindy Frolich, Director  
Darren Cantor, Deputy Director**

**The Office of the Alternate Defense Counsel**

## **Background**

The United States and Colorado Constitutions provide every accused person with the right to legal representation by counsel in criminal prosecutions. U.S. Const., amend. VI; Colo. Const., art. II, §16. This constitutional right means 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 governmental agency of the State of Colorado Judicial Branch. The OADC is funded to provide legal representation for indigent persons in criminal and juvenile delinquency cases in which the Office of the State Public Defender (OSPD) has an ethical conflict of interest.

## **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) (emphasis added).

## **Mission**

The mission of the Office of the Alternate Defense Counsel is to provide indigent adults and juveniles charged with crimes 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 commitment to ensuring that indigent defendants and juveniles receive high quality, effective legal services with its responsibility to the taxpayers of the state of Colorado.

## **Vision**

*To foster high-quality, cost-effective legal representation for indigent defendants and juveniles through exemplary training, evaluation, and the effective use of modern technology and evidence-based best practices.*

# FY2019-20 Budget Request

The total FY 2019-20 budget request for the Office of the Alternate Defense Counsel is \$57,296,235 and 15.9 FTE.

## FY 2018-19 Appropriation of \$ 41,896,458

- PLUS FY19 Municipal Court Bill (SB 18-203) \$118,800
- PLUS FY20 Municipal Court Bill (SB 18-203) \$72,658
- PLUS Reconciliation Correction and Annualization \$46,874
- PLUS FY20 Statewide Merit Contributions \$47,462
- PLUS FY20 Common Policy Adjustments \$34,619

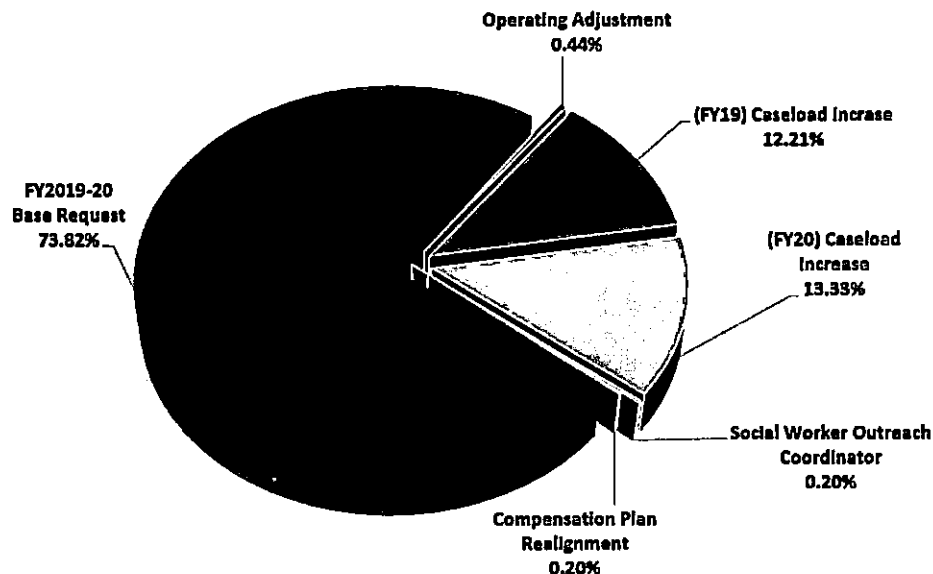
- **FY 2019-20 Base Request of \$ 42,216,871**

PLUS Change Request - OADC Caseload GF Increase for FY19 of \$6,980,861 (D1 #R-1)  
*\*The OADC anticipates submitting an FY19 supplemental to cover this \$6,980,861, or a lesser amount once there is additional data for FY19 to make a better forecast for the year.*

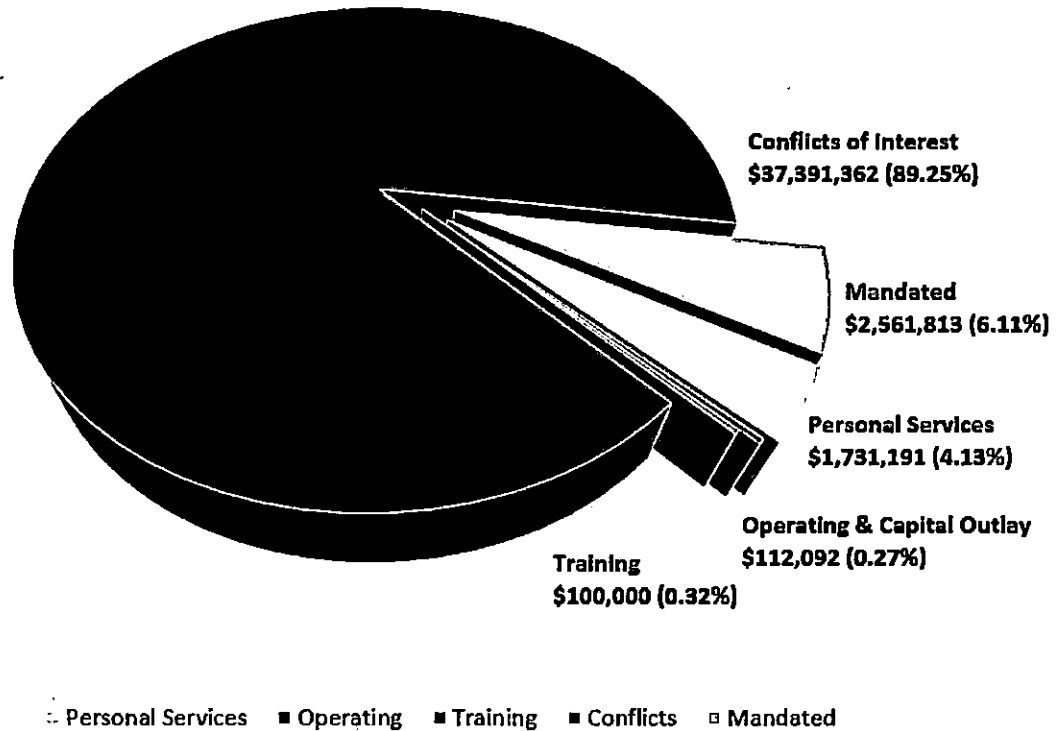
- **FY 2019-20 Anticipated Base Request of \$42,216,871 + \$6,980,861 = \$49,197,732**

- PLUS Change Request - OADC Caseload GF Increase for FY20 of \$7,620,251 (D1 #R-1)  
*\*It is anticipated that this figure will be decreased once there is additional data for FY19 to better forecast FY20.*
- PLUS Change Request - Social Worker Outreach Coordinator GF Increase of \$116,809 (D2 #R-2)
- PLUS Change Request - Operating Adjustment increase of \$251,070 (D3 #R-3)
- PLUS Compensation Plan Realignment GF Increase of \$114,697 (D4 #R-4)

**FY 2019-20 Budget Request**



# FY2018-19 Budget



## SMART Act (HB 13-1299) Agency Objectives and Performance Measures

- A. Ensure Adequate Contractors Rates
- B. Contain Case Costs
- C. Provide High Quality Trainings
- D. Provide Cost-effective Research Tools and Assistance
- E. Monitor and Evaluate Contractors
- F. Support the use of Evidence Based Practices
- G. Strengthen OADC's Juvenile Division
- H. Supporting Municipal Court Independence

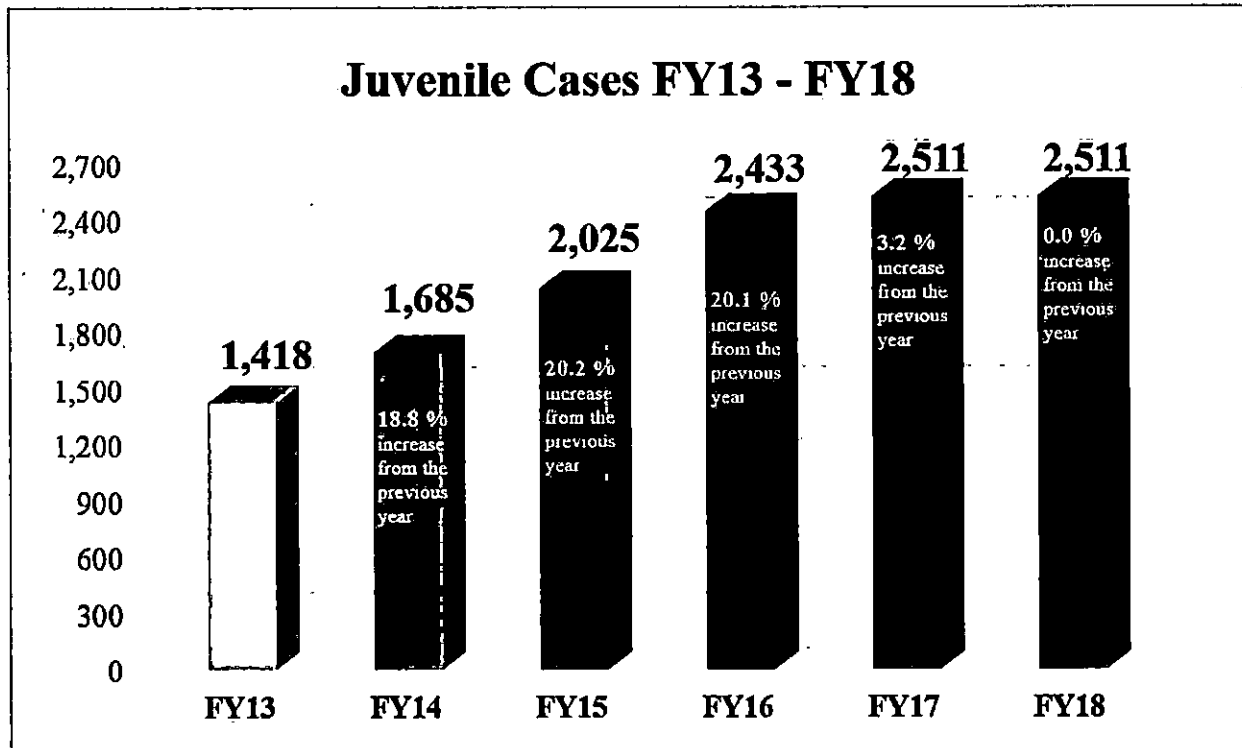
For historical and projected data please see **Appendix A: Agency Objectives and Performance Measures.**

## HB 14-1032 (Juvenile Defense)

§ 21-2-104 C.R.S. Duties of alternate defense counsel and contract attorneys.

(3) PURSUANT TO SECTION 2-7-203, C.R.S., THE OFFICE OF ALTERNATE DEFENSE COUNSEL SHALL REPORT ANNUALLY TO THE JUDICIARY COMMITTEES OF THE HOUSE OF REPRESENTATIVES AND SENATE, OR TO ANY SUCCESSOR COMMITTEES, INFORMATION CONCERNING:

- (a) THE NUMBER OF JUVENILE DELINQUENCY CASES FOR WHICH COUNSEL FROM THE OFFICE IS APPOINTED;



- (b) THE NUMBER OF JUVENILE CASES THAT INVOLVE A CONFLICT OF INTEREST;

Every case involves a conflict of interest because the only way an OADC contract attorney may be appointed to represent a juvenile is when the public defender's office has declared a conflict in representing that juvenile.

(c) THE PROCESS OF SELECTING, TRAINING, AND SUPPORTING ATTORNEYS WHO REPRESENT CHILDREN IN JUVENILE DELINQUENCY COURT;

**Selection:** On January 1, 2017, the OADC launched a Juvenile Division of attorneys who specialize in juvenile defense, after spending much of 2016 screening and interviewing applicants. New applicants to the Division are screened on a rolling and as-needed basis. The OADC is committed to only allowing attorneys who have the requisite knowledge, experience and training to do so competently and skillfully to represent juveniles.

Applications and interviews for the Juvenile Division assess an applicant's interest in juvenile practice, experience, command of relevant case law, statutes, policies, and standards, and understanding of social science research related to adolescent behavior and development. Applicants are required to demonstrate an understanding of and ability to provide holistic defense to juveniles through teams which may include a social worker, investigator, paralegal or other professional with specific expertise. Applicants are further screened for understanding of and commitment to best practices in juvenile defense (for example, strategies for effective communication to build confidence and trust; the importance of engagement with the juvenile's family and community if desired by the juvenile; and the need for frequent and regular visits with the juvenile).

Since the Juvenile Division launched, this core group of specialized defenders has served the jurisdictions and clients efficiently and effectively. For example, in some jurisdictions there are now fewer attorneys, resulting in less time spent waiting during dockets and more efficiency during detention center visits. The OADC has also mostly eliminated attorneys solely designated as "backup" juvenile attorneys. Instead, the "backup" attorneys for one jurisdiction are almost always primary defenders in a neighboring jurisdiction. This maximizes the cases handled by the best and most specialized juvenile attorneys contracting with the OADC.

Juveniles in adult court are only assigned seasoned, excellent juvenile defenders with the specific skill-set needed for defending juveniles in adult court. Attorneys interested in developing such expertise are encouraged to assist in these cases.

**Training:** The OADC co-sponsors an annual two-day juvenile specific conference with the Colorado Juvenile Defender Center (this year, the

conference will also be co-sponsored by the Office of the Child's Representative). We analyze training needs based on inquiries directed to the Juvenile Defense Coordinator and Director of Legal Resources and Technology, both on an *ad hoc* basis and at regular contract renewal interviews; issues raised by other juvenile justice stakeholders (e.g. courts, other attorneys, clients, probation); changes in law and policy; and observations of attorneys' oral and written practice.

The Juvenile Defense Coordinator visits jurisdictions throughout Colorado, both inside and outside of the Denver metro area, on a rolling basis, to meet with the juvenile defenders, listen to their concerns, communicate OADC's expectations for juvenile defense, and provide training. In addition, the Coordinator attends meetings of juvenile justice stakeholders and "bench/bar" meetings throughout the state.

The Juvenile Defense Coordinator sits on Colorado's Juvenile Justice & Delinquency Prevention Advisory Council, as well as several sub-committees and various other task forces and focus groups related to the juvenile justice system. This gives the Coordinator constant contact with juvenile justice professionals across the system, to better understand the strengths and weaknesses of the current system and how it can be improved. In this way the Coordinator acts as a conduit between the policy level juvenile justice actors and the attorneys on the front lines of juvenile defense, striving for strong communication and mutual understanding between the two groups.

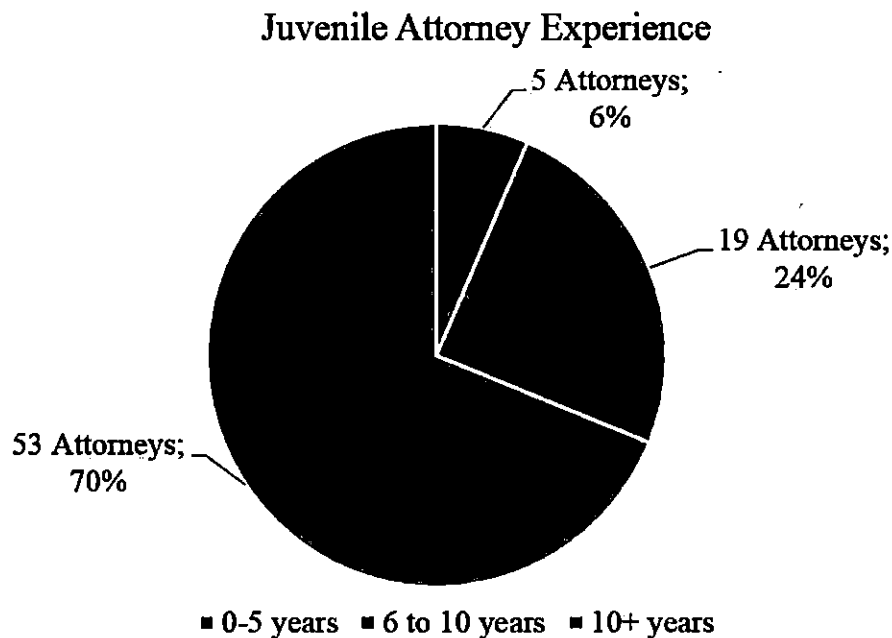
**Support:** A full-time Juvenile Defense Coordinator is available to the OADC's contractors for questions, concerns, and references to both legal and support resources. The OADC also makes available social workers, paralegals, investigators, attorneys with specific specialties, experts, and student interns. Further, the OADC provides its contractors with Westlaw, as well as an online resource bank of juvenile-specific legal memos, briefs, motions, social science research, and other documents to aid in the understanding and presentation of various issues to the court. When it would be inefficient for an attorney to personally research and summarize social science research, knowledgeable contractors are available to help.

To further support our juvenile attorneys, the OADC aggregates data from contract renewal interviews to watch for trends in requests for specific trainings and other common issues.

**(d) THE AVERAGE LENGTH OF TIME ATTORNEYS ARE ASSIGNED TO JUVENILE COURT;**

The OADC recognizes that juvenile defense is a specialty practice that is distinct from adult defense. Therefore, there is no set time period that one would stay in juvenile court. The OADC expects any attorney who commits to juvenile defense work will continue to represent juveniles long-term.

In addition, the OADC never contracts with a juvenile defender right out of law school. We are happy to report that 94% of our current juvenile defenders have been practicing law for at least 6 years, and, as of the writing of this report, 70% of attorneys in the Juvenile Division have been practicing law for over 10 years.



**(e) THE OUTCOME OF EFFORTS TO REDUCE JUVENILE COURT ROTATIONS AND INCREASE OPPORTUNITIES FOR PROMOTIONAL ADVANCEMENT IN SALARIES FOR ATTORNEYS IN JUVENILE COURT**

Because the OADC is an independent contractor-based organization with a set attorney hourly fee schedule, we do not have the opportunity to "promote" or increase salaries of our attorneys. We also do not use rotations. We contract with attorneys that we expect to continue representing juveniles.



# Appendix A

## Agency Objectives and Performance Measures

### Objectives

#### **I. PROVIDE COMPETENT LEGAL REPRESENTATION STATE-WIDE FOR INDIGENT DEFENDANTS AND JUVENILES.**

The Office of the Alternate Defense Counsel (OADC) contracts with approximately 400 private lawyers across Colorado to represent indigent defendants and juveniles where the OSPD has a conflict of interest. Each of these lawyers is an independent contractor. Investigators, paralegals, experts, social workers and other ancillary services are available to these lawyers through the OADC. The Agency is committed to insuring that the representation is of the highest quality and includes advancements in the field.

#### **II. PROVIDE COST-EFFECTIVE LEGAL REPRESENTATION STATE-WIDE FOR INDIGENT DEFENDANTS AND JUVENILES.**

The OADC has no control over the number of criminal and juvenile cases filed or prosecutors' charging decisions. However, the OADC is constantly seeking ways to contain the average cost per case.

### Strategies

- A. Maintain current compensation rates for all contractors.
- B. Monitor and contain total hours per case and ancillary costs.
- C. Provide statewide training for lawyers, investigators, paralegals, social workers and court personnel.
- D. Provide cost-effective research tools and resources to OADC contractors to promote effectiveness and efficiency.
- E. Evaluate, monitor, observe and audit contractors on an ongoing basis.
- F. Incorporate evidence-based practices into legal representation.
- G. Prioritize juvenile representation.
- H. Supporting Municipal Court Independence

**Performance Measure A: Ensure Adequate Contractor Rates**

For the FY18–19 Budget Request the OADC submitted a Decision Item regarding an increase to COLA Based Contractor hourly rates by 6.7%. The Joint Budget Committee approved that Decision Item and the OADC was appropriated an additional \$2,306,291 to accommodate the rate increase.

		<b>FY 09-14 Actual</b>	<b>FY 15-17 Actual</b>	<b>FY18 Actual</b>	<b>FY19 Budget</b>	<b>FY20 Request</b>
OADC average hourly Attorney Rates	Target	\$75	\$75	\$75	\$80	\$82
	Actual	\$65	\$75	\$75		

**Performance Measure B: Contain Case Costs**

The OADC analyzes the cost per case monthly and strives to find innovative and effective strategies to contain those costs.

		<b>FY16 Actual</b>	<b>FY17 Actual</b>	<b>FY18 Actual</b>	<b>FY19 Budget</b>	<b>FY20 Request</b>
Average Cost per Case	Target	n/a	\$1,581	\$1,523	\$1,523	\$1,456
	Actual	\$1,581	\$1,523	\$1,456		
Keep ancillary costs per case to a minimum.	Target	\$135	\$120	\$107	\$107	\$91
	Actual	\$120	\$107	\$91		

**Performance Measure C: Provide High-Quality Annual Trainings**

The Agency has developed three basic components to its training program.

1. Assess and determine the types of training needed for the OADC contractors.
2. Organize and present trainings for the OADC lawyers, investigators, paralegals, and social workers.
3. Facilitate access to trainings through in-person attendance, Home Study, and webcasting.

	<b>FY17 Actual</b>	<b>FY18 Actual</b>	<b>FY19 Budget</b>	<b>FY20 Request</b>
Total Number of Trainings	18	16	17	16
Total Number of Hours	189	398	224	158
Total Number of Attendees	1,065	1,384	1,068	903

**Performance Measure D: Provide Cost-Effective Research Tools and Assistance**

To advance 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. Improving and expanding its eLibrary;
2. Providing legal research, motion drafting, and other assistance to contractors, using lawyers and non-lawyers;
3. Providing timely case law summaries (both written and podcast) of new criminal legal opinions issued by the Colorado Court of Appeals, the Colorado Supreme Court, the 10<sup>th</sup> Circuit of the United States Court of Appeals, and the United States Supreme Court;
4. Analyzing and introducing best practice applications to OADC contractors;
5. Creating comprehensive manuals on complex but frequently used subject matter such as COCCA, Habitual Criminal Cases, Post-Conviction Matters, Out-of-State Subpoenas and co-authoring the 3<sup>rd</sup> edition of the Juvenile Defense Manual, released in April 2018.

		<b>FY17 Actual</b>	<b>FY18 Actual</b>	<b>FY19 Budget</b>	<b>FY20 Request</b>
On-Line Research Tools and Resources to the OADC Contractors (including Juvenile, Social Sciences and Mental Health specific materials)	Target documents	6,000	6,000	7,000	7,500
	Actual documents	7,750	7,297		
	Target users*/queries	1000/month	1200/month	1,700/month	2,000/month
	Actual users*/queries	1,850	3108		

*\*Do to a change in technology the agency stopped tracking users and began tracking total number of search queries*

**Performance Measure E: Monitor and Evaluate Contractors**

The OADC has a process to ensure that all OADC lawyers, investigators, and social workers are under a current contract. This process includes interviewing and evaluating potential and renewing current contract attorneys, investigators, and social workers. To accomplish this the Agency:

1. Has created a database to track all attorney, investigator, and social worker contractors, including contract renewal dates;
2. Requests renewal applications from contractors, interviews and evaluates contractors, and renews contracts if appropriate;
3. Solicits feedback from judicial districts about the OADC lawyers;
4. Verifies attorney status with the Office of Attorney Regulation;
5. Monitors and evaluates courtroom practices through in court observations;
6. Reviews written submissions from contractors and provides feedback as needed;
7. Mandates testing for investigators before initial contract issuance;
8. Conducts audits and time-efficiency studies of selected OADC contractors;
9. Runs reports on OADC contractors using the Court Appointed Attorney Payment System (CAAPS);
10. Requires at least 5 hours of juvenile or defense specific CLE training per year.

		<b>FY17 Actuals</b>	<b>FY18 Actual</b>	<b>FY19 Budget</b>	<b>FY20 Request</b>
Evaluate Renewing Attorney Applicants	Target	100%	100%	100%	100%
	Actual	100%	100%		
Evaluate Renewing Investigator Applicants	Target	100%	100%	100%	100%
	Actual	100%	100%		
Court Room Observations	Target	75	75	75	75
	Actual	52	77		
Mock Oral Arguments	Target	10	12	12	12
	Actual	9	5		
Oral Arguments	Target	20	16	16	16
	Actual	17	11		
Review Pleadings	Target	100	100	150	150
	Actual	150	150		

**Performance Measure F: Strengthen OADC’s Social Worker Program**

To facilitate the use of social workers in juvenile and criminal defense the Agency provides contractors with the following:

1. Contract Social Workers;
2. A separate social science component to the Agency’s eLibrary
3. Social Worker specific trainings

		<b>FY17 Actual</b>	<b>FY18 Actual</b>	<b>FY19 Budget</b>	<b>FY20 Request</b>
Number of Cases with Social Workers	Target	125 cases	200 cases	300 cases	400 cases
	Actual	263 cases	320 cases		
Number of Social Worker Contractors	Target	10 contractors	15 contractors	21 contractors	35 contractors
	Actual	16 contractors	22 contractors		
Number of Social Worker Interns	Target	5 interns	3 interns	4 interns	5 interns
	Actual	2 interns	3 interns		

**Performance Measure G: Strengthen the OADC’s Juvenile Division**

In FY17, the OADC created a Juvenile Division of contract attorneys specializing in juvenile defense, which improved the quality and efficiency of OADC juvenile defenders across the state. The OADC conducts both live and web-based juvenile specific training in the Denver metropolitan area as well as several other areas throughout the state. In addition, the OADC maintains a resource bank that includes juvenile-specific resources and connects contract attorneys to human resources such as specialists in education advocacy, appeals, mental health, and competency, and sex offense defense, social workers, mitigation specialists, investigators, paralegals, and researchers. The Juvenile Defense Coordinator often observes Juvenile Division contractors in court and conducts contract renewal interviews to ensure continued high-quality juvenile defense.

		<b>FY17 Actual</b>	<b>FY18 Actual</b>	<b>FY19 Budget</b>	<b>FY20 Request</b>
Screen 100% of attorneys doing juvenile work and up for contract renewal, to ensure competency in juvenile representation.	Target	25	25	25	25
	Actual	0*	7*		
Incorporate a social worker into juvenile defense teams where appropriate.	Target	50 cases	50 cases	50 cases	60 cases
	Actual	45	61		
Provide specialized education law assistance to juvenile defense teams where appropriate.	Target	20	20	20	25
	Actual	19	31		

\*The OADC conducts contract renewal screenings at the end of each calendar year. In the summer of 2016, the OADC screened 100% of the attorneys who applied to represent juveniles. Thus, no juvenile attorneys were screened at the end of 2016. The contracts began on January 1, 2017 and most were for two or three years. Therefore, there were few renewal screenings at the end of 2017.

## **Performance Measure H: Supporting Municipal Court Independence**

In FY18, the General Assembly passed SB18-203, “Concerning the Provision of Independent Counsel to Indigent Defendants in Municipal Courts...” This bill requires each municipal court to ensure that court-appointed counsel for indigent defendants be evaluated by an independent entity. One of the options available to the municipal courts is the Office of the Alternate Defense Counsel (OADC). The OADC has hired a Municipal Court Coordinator and reached out to all the municipalities in the state to offer the OADC’s evaluation services.

## **I. Strategies**

### **Increase Compensation Rates**

As mentioned in the Performance Measures and Goals section of this plan, the OADC submitted a Decision Item regarding an increase to COLA Based Contractor hourly rates by 6.7% for the FY18-19 budget request. The Joint Budget Committee approved that Decision Item and the OADC was appropriated \$2,306,291 to accommodate the rate increase.

### **Provide Ongoing Trainings**

The Performance Measures and Goals section provides a list of the OADC's commitment to trainings in the upcoming three fiscal years. The types of trainings provided are based on an assessment of the needs of the OADC contractors.

### **Conducting Periodic Evaluations**

Section V (Recent Performance Evaluations) outlines several tools that the Agency uses to evaluate its programs. The Agency's billing system overhaul, which went into effect on July 23, 2015, continues to enhance the Agency's ability to monitor and evaluate its contractors.

### **Improved and Cost-Effective Research Tools**

As described in the Performance Measures and Goals, the OADC will continue to provide resources and technology to its contractors. A highly utilized resource that the Agency has developed is a centralized, online, legal research and information platform called the eLibrary that continues to expand and assist many of the Agency's contractors. This asset is imperative to the Agency because it reduces average case costs by streamlining research time for contractors while improving the effectiveness of representation. This library has expanded to include a separate juvenile and social sciences section and will eventually include a separate mental health section.

### **Paperless and Administrative Efficiencies**

The Agency's revamped web-based billing system (CAAPS) went live on July 23, 2015. Each individual contractor bill is reviewed online for reasonableness and accuracy. This overhaul continues to enhance the Agency's monitoring capabilities, benefiting not only internal auditing procedures but also the annual fiscal note process and individual contractors' payment monitoring options.



### **Ancillary Services to Reduce Attorney Hours**

To increase the quality and efficiency of OADC contract attorneys, the Agency has implemented and continues to seek out measures that reduce billable contractor hours and associated ancillary costs. These measures include

1. Continuing the in-house appellate case management system that streamlines 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. Attorney access to electronic court records pursuant to HB 08-1264;
4. Expanding and promoting the eLibrary;
5. Providing legal research, motion drafting, and other case related assistance;
6. Evaluating contractor efficiency and auditing billing;
7. Closely monitoring requests for expert assistance;
8. Identifying and promoting technologies that increase contractor efficiency.

### **Fraud, Waste & Abuse Prevention**

The OADC diligently monitors all financial transactions. In addition to the annual audit performed by the Office of the State Auditor, the Agency reviews all payments, ensuring appropriate documentation and support, utilizing segregation of duties, second level approvals, and executive review of over-the-maximum requests. Quarterly vendor totals are also audited for anomalies. The Agency verifies monthly payroll through the state financial and payment processing system.

## **II. Performance Evaluation**

### **Contractor Survey and Evaluations**

This year the Agency conducted two contractor surveys. The first survey covered contractors and their understanding of the new statewide E-Discovery system and its effectiveness on their practice. The second OADC survey was from our Social Worker division and polled contractors on their use and understanding of forensic social workers and forensic clinical advocates.

### **The OADC Staff Evaluations**

The Agency has continued its employee self-evaluations. This annual evaluation includes such topics as; Job Knowledge, Work Quality, Attendance/Punctuality, Initiative, Communication/Listening Skills, and Dependability. Each staff member completed a self-evaluation, and met with their supervisor (Director, Deputy Director, Juvenile Defense Coordinator, or Controller/Budget Manager) to discuss the results, concerns, and overall

performance of each employee. The Agency also underwent a StrengthsFinder staff evaluation process to improve team dynamics and performance.

### **Evaluation of Prior Year Performance**

**Performance Measure A: Ensure Adequate Contractor Rates:** In its FY19 budget request, the Agency requested and received a 6.7% rate increase for its contractors, however, this still falls significantly below the federal government's court-appointed attorney<sup>1</sup> hourly rate of \$132/hour for non-capital cases, and for capital crime (death penalty) cases, an hourly rate of \$185/ hour.

**Performance Measure B: Contain Case Costs:** The Agency continues to contain (and reduce) its average cost per case and keep ancillary costs per case to a minimum. (See chart on page 5 of 12 of the Agency's July 1, 2018 Performance Plan.)

**Performance Measure C: Provide High-Quality Annual Trainings:** As can be seen by the chart on page 6 of 12 of the Agency's July 1, 2018 Performance Plan, the agency provided fourteen trainings, consisting of over 350 hours, and reaching 1,154 attendees, an increase from the projected 958.

**Performance Measure D: Provide Cost-Effective Research Tools and Assistance:** As the chart on page 6 of 12 of the Agency's July 1, 2018 Performance Plan demonstrates, the Agency continues to meet and exceed its goals in this area.

**Performance Measure E: Monitor and Evaluate Contractors:** The Agency met its goal of evaluating 100% of renewing attorneys and investigators, and exceeded its goal of court room observations by three as seen in the chart on page 7 of the Agency's July 1, 2018 Performance Plan.

**Performance Measure F: Strengthen OADC's Social Worker Program:** The Agency's Social Worker program has continued to expand. Since the hiring of a full-time Social Worker Coordinator in September 2016, the Agency expanded the number of Social Worker contractors, and thus the number of cases with social workers. As the chart on page 8 of 12 of the Agency's July 1, 2018 Performance Plan indicates, it is anticipated that this program will continue to expand. Unfortunately, due to the success of this program, cases are going without social workers as the Agency has reached its saturation point without more resources to expand the Program.

**Performance Measure G: Strengthen the OADC's Juvenile Division:** The OADC successfully implemented its new Juvenile Division and expects that the efficacy of this program will increase as it moves forward.

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<sup>1</sup> Federal court-appointed attorneys are known as Criminal Justice Act (CJA) lawyers.