Final Report of the National Defender Leadership Project

Vera Institute of Justice
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Introduction

In 1997, the Bureau of Justice Assistance awarded the Vera Institute of Justice a planning grant for work that led to the creation of NDLP, the National Defender Leadership Project, within the National Associates Programs. These programs provide technical assistance and consulting services to criminal justice practitioners and policy makers nationwide, enabling them to draw on the experience and wisdom of colleagues who have instituted reforms in their own jurisdictions. The associates are members of an extensive network Vera has developed over several decades of working with government.

After the initial planning phase for NDLP, the Bureau extended its support, renewing the grant twice. Four eventful and productive years later, this series of grants is drawing to a close. Vera will continue to operate NDLP on a reduced scale in 2001 as a resource to defender managers, relying heavily on the Internet. While we hope to build further partnerships with BJA and additional funders to extend the range of services in the future, this final report on the initial set of grants reviews the project's aims, activities, and accomplishments during the first four years.

Project Goals

NDLP was a response to a persistent problem: public defenders' absence when criminal justice policy was being set. Judges, police chiefs, prosecutors, and sheriffs were used to collaborating. They viewed each other's input as a natural, even beneficial, part of the process. But they rarely thought of defenders as potential partners. Defenders, in turn, were often unsure about how—or even whether—to make their own perspectives known.

With their voices going unheard, defenders were suffering. But the harm extended much farther: to the criminal justice system as a whole. The system works only when all of its components—law enforcement, prosecution, and defense—play an equal role. With defenders in the background, it was off balance.

BJA and Vera joined forces to address this imbalance. Together, we created NDLP, with the goal of drawing defenders in from the fringes of policy making. NDLP focused on external management: defenders' relations with their counterparts in the criminal justice system. Its aim was to help defenders assume their rightful role in the criminal justice system.

This kind of training was new. Defenders could turn to programs on trial techniques or managing office personnel. But no programs existed to help them participate effectively in the interagency initiatives that increasingly shape U.S. criminal justice policy. NDLP training was designed to help them participate more effectively in systemwide policy efforts and better articulate their value, not only to their criminal justice counterparts, but also to the public as a whole. At the same time, NDLP aimed to start a national dialogue among defender managers—to get them talking to each other,

sharing ideas, and building alliances that would help them strengthen their own work while building more support for indigent defense generally.

Early Stages: Planning and Shaping the Project

NDLP's ambitious goal—developing a new and novel form of training—required thorough, comprehensive planning, which took place in several stages.

Getting intelligence from the field

To ensure that NDLP would meet defenders' needs, we devoted the project's early months to soliciting their views. NDLP director Kirsten Levingston traveled extensively, meeting with defenders across the country to hear about the challenges they faced. She talked with them about their relationships with other members of the criminal justice system, their funders, and members of the community. She discussed various forms of training, to gather ideas about how to formulate NDLP's own sessions. Levingston's outreach also included discussions with representatives of other segments of the criminal justice system, to learn their perspectives on defenders' role in the system. Finally, she attended numerous criminal justice conferences, with a similar goal.

NDLP's advisory board provided valuable guidance for this process. Composed of former and practicing defenders, as well as other criminal defense experts, the board brought expertise in many facets of indigent defense, as well as connections to some of its most accomplished practitioners. Its members are listed below.

- Bennett Brummer, Dade County Public Defender, Miami
- Helen Fremont, Committee for Public Counsel Services, Boston
- Phyllis Hildreth, Maryland Office of the State Public Defender (now at the Department of Juvenile Justice)
- Theodore Lidz, Administrative Office of the U.S. Courts, Defender Services, Washington, D.C.
- Dennis Murphy, Legal Aid Society Criminal Defense Division, New York (now at the Capital Defender Office, New York)
- Michael Skibbie, Public Defender Services for New Hampshire, Concord
- Robert Spangenberg, Spangenberg Group, West Newton, Massachusetts
- Robin Steinberg, Bronx Defenders, Bronx, New York
- Randolph Stone, University of Chicago Law School, Chicago

Designing the executive seminar

Armed with up-to-date information about defenders needs' and wants, NDLP (whose staff now included Project Coordinator Dara Orenstein) devoted late 1997 and early 1998 to designing NDLP's training, which would begin with an executive seminar. To supplement our knowledge of defender issues, we explored various management techniques and training methods, and arrived at some general principles the training would follow. This exploration also led us to the teachers who became NDLP's faculty:

- John Kretzmann, Co-Director, Asset-Based Community Development Institute, Institute for Policy Research, Northwestern University (joined after the first seminar)
- Justine Lewis, creator of The Persuasive Edge and lecturer, Anderson School of Management, University of California at Los Angeles
- Mark Moore, Guggenheim Professor of Criminal Justice Policy and Management at the John F. Kennedy School of Government, Harvard University
- Ellen Schall, Martin Cherkasky Professor of Health Policy and Management at the Robert F. Wagner School of Public Service, New York University
- Christopher Stone, Executive Director, Vera Institute of Justice
- John Stuart, Minnesota Public Defender
- Kim Taylor-Thompson, Professor of Clinical Law, New York University School of Law

The seminar design included a number of distinctive features:

- The curriculum was focused on tools rather than issues, so that defenders would learn a set of techniques they could apply no matter what their circumstances or what challenges they faced. This focus also enabled NDLP to train defenders from different kinds of offices side by side, an unusual arrangement for defender training, which generally sorts participants according to the size or type of office they work in.

- The seminar challenged the typical, passive training model. It stressed the need for advance work, to better prepare and engage participants. Defenders did not register, they applied, a process that required several essays. Those who were accepted read extensively before coming, and wrote an additional essay.

- Participants were encouraged to attend in pairs from the same office, so that when they went home, they could support each other as they began applying what they had learned.

- The seminar was small (it had spots for only 36 defenders) and lengthy. It took place at remote locations (three in Harriman, New York, one in Warrenton, Virginia). With distractions minimized, participants benefited from an intensive, personalized, and interactive experience in which sessions built on and reinforced each other.

Publicizing NDLP

Late in 1997, we began marketing the seminar and NDLP more generally. We mailed descriptions, applications, and faculty biographies to defender managers across the country. But we wanted to be sure our outreach was working. Were our materials sparking the interest of defenders? Did our seminar appeal to them? To find out, we held meetings with defenders in Atlanta, San Francisco, and Washington, DC.

Once again, soliciting defenders' views turned out to be a critical step. We learned that we needed to make some important changes in how we presented NDLP. Several defenders told us that our training seemed too abstract. They failed to see its relevance to their real-life needs. Some pointed out jargon, which made it hard for them to understand NDLP's purpose. Others felt NDLP was too "academic"—they were responding to the presence of faculty members from Harvard and New York University—or were puzzled by the involvement of the Department of Justice.

We developed a question-and-answer sheet that responded to these concerns (Appendix A). In April, 1998, we sent it to those who had received our earlier mailings, and followed up with telephone calls. The more straightforward approach gave NDLP more credibility with defenders. Applications for the first seminar, scheduled for July, soon began to arrive.

Up and Running: Elements of NDLP

The July, 1998 executive seminar was NDLP's opening event. Three additional executive seminars followed, along with three other types of training. NDLP also published three issue briefs (a fourth is on the way) and began work on a web site, all the while building and strengthening a growing network of alumni and other defenders. Since many of these activities overlapped, we are organizing this discussion thematically rather than chronologically.

Executive seminars

The executive seminar was NDLP's signature event. Its four sessions brought together 141 senior defenders from thirty states, Washington D.C., and the Navajo Nation. (Sessions were held July 1998, September 1998, March 1999, and September 1999.) Most participants were chief or deputy defenders; the others were middle managers still moving up the career track. Most had come through the ranks as lawyers, although a few had come from other fields. (The assistant director of one agency, for instance, was a social worker.)

An impressive facet was the diversity of the participants in terms of experience and type of office. The first application came from the head of a small county agency in New York who had been chief defender for only one month. Soon after, we received an application from a veteran defender, the head of Chicago's Cook County Public Defender Office, one of the largest defender agencies in the country. Participants came from rural areas and big cities, from large offices and small, from assigned counsel and contract programs, as well as public defender offices. (Appendix B lists the participants for all four seminars.)

These were some of the theories defenders learned at the executive seminars:

- Strategic management, an approach to making decisions and positioning their offices. Using a tool called the strategic triangle, it focuses defenders' attention on three questions: *Is the effort I am considering valuable? Who will support it?* And *Is it doable?*

- Reflective practice, a critical, analytic way to explore past experiences and to recognize—and deal with—interpersonal dynamics. Two exercises, peer-to-peer consultation and critical incidents, helped participants explore effective ways to anticipate and meet leadership challenges.

- The art of persuasion, including audience profiling, a step-by-step assessment of the qualities and interests of the people defenders are trying to convince.

- Asset-based management, an approach that encourages defenders to view the communities they serve in a broader, more positive, light and to think more creatively about finding and using resources. Stakeholder mapping was the tool associated with this theory.

The seminars mixed large and small group sessions, discussions, and exercises. (Appendix C contains the curriculums for the four sessions.) Faculty worked with participants on a variety of topics, including what it means to be a manager in the public sector; how public organizations, including defender offices, provide value; and how

defender offices can improve relations with other components of the criminal justice system, the communities they serve, and various segments of the public. It also featured a range of creative and personal touches, from an opening video that featured excerpts from participants' applications to a closing ceremony that included distribution of colorfully framed certificates signed by Nancy Gist.

Feedback from participants in the first seminar was overwhelmingly positive ("tremendous," "very helpful, practical, and inspiring," "I feel lucky to have attended"). Still, participants and faculty suggested some changes that could strengthen the seminar, which we put into place for the next session.

The primary change was to streamline the session. The first seminar had used an assortment of teaching modes and faculty, on the theory that variety would be necessary to hold participants' interest. But many defenders told us they would have liked to spend more time on a number of the seminar's classes. So for the September session, we reduced the number of components and spent more time (half to full days) on each one.

We also added John Kretzmann of Northwestern University to the faculty. His work on asset-based management had inspired part of the curriculum, so having him on board to teach his own theory was a big enhancement. And we formed daily discussion groups, which met during breakfast, so that defenders could talk about the issues faculty would be exploring later in the day. Although we continued to make additional adjustments for the third and fourth sessions, they were mostly a matter of fine-tuning. The biggest changes came between the first and second versions of the seminar.

NDLP was flexible not only in its curriculum, but also within individual sessions. Halfway through the March seminar, for instance, several participants told NDLP staff that they would like to discuss gender and race, issues that had been implicit, but were never directly addressed, earlier in the session. In response, the faculty immediately reconsidered the scheduled activities for the afternoon. Ellen Schall, the afternoon's teacher, adjusted her plans and led a provocative discussion on these topics.

In their evaluations, many participants singled out the quality and helpfulness of this discussion, as well as their gratitude for Schall's ability and willingness to change course. We feel that this incident sums up many of the most distinctive qualities of NDLP, including responsiveness to defenders' input and the quality of its faculty. It also validated our challenge to the notion of training as a passive experience. Participants were engaged in the session, and felt a stake in shaping it.

Executive seminar participants have repeatedly told us how much they valued their NDLP experience and how big a difference it has made in their day-to-day lives. Many described it as the best training they had ever received. The following sample quotations are drawn from evaluation forms completed at the end of the sessions.

> I was skeptical. I am not now—I liked the approach to getting me to think more globally and universally about [my agency]....Rewarding, challenging, stimulating

are words that came to mind to describe this conference—again my compliments. Well done.

[T]he seminar vastly exceeded my expectations. Instead of leaving with one or two good ideas or strategies to try, I'm leaving with a vision of a whole new way to view my professional world and influence it—to the betterment of myself, my office, my clients and my community—what a gift this has been!

I am taking away much more than I expected. Instead of merely learning some new management tricks to sharpen my skills, I had my perspective and awareness of the real issues dramatically expanded. This was a true paradigm shift. I will never be able to look at my job the same way again....Nothing like this would have been available to me through my county's training programs, my state's defender organization, or the commercially available one-day management seminars. I have been to those, and they were like grade school or high school compared to what I received here.

All of us are, by training, analytical. The substance and methodology of this week tap that analytical ability, and show us how to adapt it to the "big picture." Without hesitation I can assure you that I am *excited* about the future in public defender management....This experience has been tremendous. I am thrilled by the prospect of getting back and making it work.

Many participants also wrote letters to Vera or BJA praising the sessions. (Sample alumni letters are included in Appendix D).

We received several other indications of the executive seminars' positive impact:

- Many executive seminar alumni recommended the program to colleagues in their own offices and in other offices.
- Large numbers of executive seminar graduates applied to other NDLP's training programs.
- Many alumni made a point of staying in touch with NDLP staff, contacting us often to describe current initiatives, tell us how they were using NDLP techniques, ask for advice—or just check in.
- Numerous alumni responded to our request for help in preparing NDLP's issue briefs, which cover topics addressed in the seminar. They spoke frankly and at great length with the writer.
- To meet demand, we had to add a fourth session.

Alumni session

Held January 20 through 23, 2000, the alumni session brought together graduates of all four executive sessions. It had two goals: to provide a refresher on NDLP techniques and

to help defenders develop detailed plans for addressing a pressing issue their offices would face in 2000.

NDLP faculty designed the curriculum in response to the needs many alumni had been describing. They told us that although they were committed to applying NDLP techniques, the process of doing so was hard. Some faced resistance from their staffs or other colleagues; others felt frustrated by the overall difficulty of translating theories into practice.

To help these alumni, the session revisited some of the core theories of the seminar (such as articulating value), as well as its techniques (such as peer-to-peer consultation), with help from faculty members Justine Lewis, Mark Moore, and John Stuart.
Before the session, participants prepared assignments describing organizational or jurisdictional initiatives they hoped to undertake in 2000. Defenders spent much of the session in small groups composed of colleagues facing similar challenges (such as special courts, the need to motivate colleagues, or funding issues). They reinforced their understanding of NDLP techniques as they considered ways to apply them to these real-life situations. Participants also renewed their ties and made new ones (the small groups combined alumni from different executive seminars), broadening the network of NDLP alumni. See Appendix E for a list of alumni who attended.

Interagency leadership exchange

This session, held August 27 through 29, 1999, focused on collaboration between indigent defense providers and leaders of other agencies. Executive seminar alumni applied to attend with the non-defender leaders they were working with. Nine alumni nominated teams. We selected four teams of five people each, with an eye toward geographic and topical diversity. (At the last minute, a participant from New York was unable to attend.) Two of the teams were well established and working toward defined objectives; two were newer, and lacked that narrow focus.

Small and intensive, this session created an environment in which team members felt comfortable discussing both the topics of their collaborations and themselves. For many participants, the exchange was a chance to connect with team members on a personal level and build trust.

- Anchorage, Alaska
  Issue: developing and promoting recommendations for reducing alcohol abuse to state government
  - Brant McGee, Alaska public advocate (NDLP alumnus)
  - Jim Crary, former prosecutor, BPXA Procurement Department
  - Gloria O'Neill, executive director, Cook Inlet Tribal Council
  - Vicki Otte, executive director of Association of ANCSA Regional Corporation Presidents & CEOs

- Arthur Snowden, former administrative director of the Alaska Court System; co-chair of Alcohol Policy Committee of the Criminal Justice Assessment Commission

- Genesee County, New York
  Issue: building broader, permanent support for a relatively new drug court
  - Gary Horton, public defender (NDLP alumnus)
  - Mary France, drug court coordinator
  - Paul Waldmiller, Genesee Council on Alcoholism & Substance Abuse
  - Dennis Wittman, director, Genesee County Justice Programs

- Louisville-Jefferson County, Kentucky
  Issue: coordinating and planning court activities
  - Daniel Goyette, executive director/chief public defender, Louisville-Jefferson County Public Defender Corporation (NDLP alumnus)
  - Kim Allen, executive director, Kentucky Criminal Justice Council
  - Reginald Bruce, associate professor, University of Louisville College of Business and Public Administration.
  - Martin Johnstone, deputy chief justice, Supreme Court of Kentucky
  - Irv Maze, Jefferson County Attorney

- Sacramento, California
  Issue: running a restorative justice program for juvenile court
  - Paulino Duran, public defender (NDLP alumnus)
  - Penelope Clarke, administrator, Public Protection & Human Assistance Agency
  - Albert Locher, assistant chief deputy, District Attorney's Office
  - Kenneth Peterson, presiding judge of Juvenile Court
  - Verne Speirs, chief probation officer

For the interagency leadership exchange, NDLP turned to a new instructor, who also recommended facilitators particularly skilled in issues of collaboration.

- Instructor

  - Allen Zerkin, president of Noazark Associates, Inc. and coordinator of faculty and curriculum development for the Program on Negotiation and Conflict Resolution at the NYU Wagner School of Public Service.

- Facilitators
  - Jack Himmelstein, director of the Center for Mediation and Law
  - Bridget Regan, senior consultant for technical assistance, Center for Court Innovation
  - Janice Tudy-Jackson, adjunct professor, Columbia Law School

In addition, NDLP tapped Reginald Bruce, a member of the Kentucky team, for help in facilitating portions of the session.

The session featured intensive group work, mostly with members of the same team, but in some cases with groups composed of members from different teams. Groups explored ways to function better, while examining their personal experiences of competition and cooperation. Appendix F contains the agenda for the session.

Participants told us they found the session thought-provoking and helpful. Their evaluations included many ideas, prompted by the seminar, for ways they could improve their collaborations. One participant wrote, "One of the major values of the leadership exchange experience was regaining an appreciation for real collaboration." Another wrote, "There is no doubt that all of our team members left the conference with a sense of exhilaration as a result of what they learned."

Training modules

The seminars took defenders to NDLP. Our training modules, in contrast, brought NDLP to the field, allowing us to reach many more defenders. Offered in conjunction with national, state, and local defender organizations, the workshops drew on the seminar curriculum, but took shape according to the hosts' needs and interests. Some focused on policy, others on theories. All drew on the talents of NDLP alumni, who acted as small-group facilitators.

Three modules (San Antonio, San Diego, Lake Tahoe) took place in conjunction with conferences; the others (Stillwater, Minnesota, and Phoenix) were free-standing. For each one, NDLP staff assembled a highly participatory curriculum that challenged defenders to think differently about how they approached their work.

- San Antonio, Texas
  December 11 1998
  National Legal Aid and Defender Association annual conference

  A three-hour workshop during NLADA's annual conference, this module focused on reflective practice. Participants used one of NDLP's tools—the critical incident exercise—to better understand difficult experiences they had had in interacting with people outside their offices and to gain ideas on how to better handle such encounters in the future.

- San Diego, California
  April 19, 1999
  NLADA Defender Leadership and Management Training

  This half-day module also focused on reflective practice, using both the critical incident exercise and peer-to-peer consultation.

- Lake Tahoe, California
  May 6, 1999
  California Public Defender Association annual conference

  This full-day module was for department heads, chief assistants, and supervising attorneys throughout California, who were invited to attend by the association's president (an NDLP alumnus). The module explored ways defenders could mobilize communities to support their offices and helped them broaden their notions of partnerships and resources available to them. It also featured the critical incident exercise.

- Stillwater, Minnesota
  August 9, 1999

  This module was held expressly to bring together defender managers from across Minnesota to learn techniques of reflective practice as a way to explore their roles and responsibilities as managers. It was organized at the request of Minnesota Public Defender John Stuart, an NDLP faculty member, and with the support of several Minnesota alumni of the executive session. A full-day event, it used critical incident and peer consultation exercises to help defenders improve their interactions with parties outside their offices.

- Phoenix, Arizona
  November 18-19, 1999

  This session, conducted at the request of NDLP alumni at the Maricopa County Public Defender office—and designed in close consultation with them—focused on a single topic: value. Managers from throughout the office, including attorneys, paralegals, secretaries, and investigators, explored ways to discuss the value of their work with various audiences, in order to boost internal morale and cope with increasing caseloads and other challenges in their jurisdiction.

Issue Briefs

NDLP also produced three issue briefs, booklets describing theories we introduced in our executive seminars. Written in an informal, direct style, the series, *Ultimate Advocacy*, not only teaches the theories, but also connects them directly to the defender realm. The booklets are designed both to reinforce NDLP's lessons for alumni and to introduce these concepts to defenders who did not attend any NDLP sessions. All three draw on extensive input from NDLP alumni, who talked openly about their experiences and how they were working to put NDLP techniques into practice.

The booklets cover strategic management, reflective practice, and asset-based management. Originally, we had planned to make collaboration the subject of the third brief, and to tie it to the interagency leadership exchange. We switched to asset-based management for a number of reasons, including the arrival of John Kretzmann, one of the theory's originators, to our faculty. In addition, NDLP participants were expressing a great deal of interest in the theory, but telling us they believed it would be hard to put into practice. We decided that a booklet addressing this practical concern, by showing examples of how real-life defenders were using asset-based management, would be a useful addition to the series.

NDLP mailed each issue brief to approximately 650 defenders and posted them on the Vera Institute's web site. We also distributed them at the DOJ National Symposium on Indigent Defense 2000 and other conferences, as well as at our training modules and other gatherings. Many defenders asked for additional copies. To meet demand, we reprinted the first brief, on strategic management.

One reader told Vera, "I think the briefs nicely summarize NDLP's mission and work. I'm looking forward to more in-depth materials to begin to teach our staff." The fourth issue brief will address precisely this issue. It is a response to the requests of many defenders for advice on how to convey what they learned through NDLP to their own staffs. The booklet focuses not on NDLP theories, but on the nuts and bolts of training staff members in using them. Drawing on the many lessons NDLP staff learned in planning, shaping, and refining NDLP training, it offers general principles for training. It also offers concrete guidance, from sample homework assignments to suggested language to use before a group, for training staff members in strategic management, reflective practice, and asset-based management. We expect to release the brief in early 2001.

NDLP web site

Initially, we had planned to use video conferencing to keep defenders in touch with each other and with NDLP. But our experiences at the seminars and modules convinced us that it was not our best option for meeting these goals. Video conferencing works best when one party conveys information to a broad field, but less well if the point is to facilitate

interaction among participants. More important, we decided that this technology departed too much from NDLP's hallmark approach, which is highly personal and interactive.

Work is under way for a more active learning approach, which will take place on the Internet. We are currently developing an NDLP web site that will feature three tutorials, one each on strategic management, reflective practice, and asset-based management. The tutorials will act as refreshers for defenders familiar with these concepts, as well as succinct introductions for people new to these techniques. They will involve interactive learning, allowing users to move through the lessons using situations their own offices face.

In addition, users will have the chance to compare their own responses to the tutorial's questions with responses from other users. This will allow them not only to see what kinds of issues their colleagues are facing, but also how they are handling them. It will also prompt them to revisit the tutorial, to check on new responses.

Building a Network of Defenders

Through our training sessions, NDLP worked directly with nearly 300 defender managers. But our techniques and ideas reached many more, through word of mouth as well as our written materials. In the months ahead, our training guide will help defender managers train their own staffs in NDLP's core techniques and our web site will further expand the number of defenders who learn these tools.

NDLP staff kept in frequent touch with alumni. Several of them contacted us for advice on handling challenges their offices were facing. Many others let us know about how they had successfully applied NDLP tools to problems they confronted or to launch new initiatives. A number have told us they kept in touch with colleagues they met through our sessions, further enhancing the exchange of ideas. And, in another sign of the high value they placed on NDLP's training, many volunteered to be facilitators for our modules.

In addition to working with individual defenders and offices, NDLP staff also maintained ties to various defender organizations, such as NLADA. For instance, we tied training modules to NLADA meetings and generally stayed in contact with NLADA leadership to exchange ideas. Indeed, NLADA is eager to incorporate NDLP leadership tools and techniques into its future management training.

NDLP also worked closely with the John F. Kennedy School of Government at Harvard University as it set up and ran its Executive Session on Indigent Defense. NDLP staff drafted case studies for use in one of the meetings and provided informal advice on the curriculum. Members of NDLP's faculty (Kim Taylor-Thompson, Mark Moore, Ellen Schall, John Kretzmann) and a number of NDLP alumni are members of the executive session.

Finally, NDLP tapped into the network to promote defender leadership in April 1999, when we convened our "defender lab." The lab, which was funded by the Open Society Institute, was a two-day meeting at which defenders discussed how they could take up leadership in their jurisdictions in light of two highly publicized national events that raised concern about fairness in the criminal justice system: Illinois death-penalty moratorium and the LAPD Rampart corruption scandal. Because NDLP had relationships with a large cadre of defenders—including the public defenders in Chicago and Los Angeles—we were able to quickly convene participants from across the country.

Conclusion

Your work has forever changed the way many public defenders across this country view their work and role in the justice system. The impact NDLP has had—and will continue to have—on the field is immense....I have used the techniques learned at NDLP on a regular basis....NDLP has put several new tools in my toolbox that will help me do a better job for my clients.

From an August 2000 message from an NDLP alumnus

Like this NDLP alumnus, we believe that the project has made an important and lasting contribution to the field of indigent defense. We thank BJA for its vision and generosity in supporting this work, and look forward to continued partnerships in the years ahead.

Q&A about the National Defender Leadership Project

How does NDLP differ from other defender management training initiatives?

NDLP is unique in several ways. First, it's about one thing – defender leadership. What leadership is, and how defender managers demonstrate it. Second, NDLP focuses on how defenders lead with respect to external management issues. That is, how they relate to the people and events outside their organizations that impact their ability to represent indigent defendants. Third, the Executive Seminar component is intense and intimate. 36 Seminar participants work with each other and a 5-7 person faculty over five days. Finally, NDLP builds in reinforcement and follow up. Executive Seminar participants are encouraged to attend in pairs so they can return to the real world with built-in support for whatever new ideas and approaches the Seminar sparks. NDLP is also sponsoring training modules and interagency trainings, and publishing issue briefs to spread these new ideas throughout the country.

What subject matter and topics does NDLP cover?

The Project covers a narrow range of subjects relating to leadership. Rather than present you with a multitude of themes in the manner of a large-scale conference, NDLP explores one aspect of management – external leadership – in depth. Specifically, the Executive Seminar addresses topics like: developing a management vision and strategy, crafting persuasive messages, mapping community capacity, and reflecting on your work. The training modules are available to defenders who want to provide external management training in their own offices or through state and local defender associations. The publications, or "issue briefs", elaborate further on tools developed at the Executive Seminar. And the interagency trainings provide opportunities for defender managers to strategize with their partners from other agencies around specific interagency initiatives.

I'm extremely busy and only interested in trainings that will directly benefit my work. The Executive Seminar sounds more theoretical than practical. Will it be a good use of my time?

In large part that depends on you. The Executive Seminar combines both theory and practice. If you think you could benefit from stepping back for a moment from your day-to-day pressures to ponder how you might use your management role to position yourself, your organization, and your clients differently, then the Seminar will be valuable to you. In this respect, the Seminar is designed to help you think like a manager. At the same time, it is also practical. Modeled after trial advocacy courses like the National Institute of Trial Advocacy, the Executive Seminar will force you to *apply* management thinking by dissecting management dilemmas both inside and outside the defender context, articulating your organizational value to the public, and strategizing how to improve your current approach to leadership.

I don't see that I have much to gain from attending a training with defenders whose issues and jurisdictions are vastly different than my own. How will the Seminar be relevant to defenders coming from such different places?

Though every jurisdiction is different, defenders everywhere do face common challenges: the endless quest for resources; the struggle to figure out how to work within a system and at the same time challenge it; the

need to explain and legitimate their very existence. These sorts of issues cut across jurisdictional lines. Of course, learning from similarly-situated colleagues is important too. That is why defenders at the

Executive Seminar will spend part of their time working in small groups made up of people from similar jurisdictions and with similar levels of management experience. The Seminar application process will also give us specifics about you and your issues, information we will use to make the Seminar's substance relevant to your experiences.

What sorts of training techniques are used at the Executive Seminar?
The Seminar is taught in two modes: case study and peer-to-peer. The case study mode involves taking you out of the defender manager role and context, placing you in a different public field – like public health – and then guiding you through role plays and group discussions responding to various management and leadership challenges in that field. Case studies are useful teaching tools because they enable participants of vastly different backgrounds to shed their specific milieus and grapple with a common set of issues. The second teaching mode involves peers helping peers – colleagues presenting, discussing, reflecting on, and drawing lessons from their actual experiences. Peer-to-peer discussions are organized in small groups comprised of 6 people of similar management experience levels from similar jurisdictions. An experienced defender manager works with each group, coaching members as they describe their pressing leadership issues, challenge each other with questions, and support each other with constructive feedback.

Spending an entire week with a group of academics does not sound very useful given the rough & tumble world I deal with every day. What does the Executive Seminar faculty have to offer?
Members of the Seminar's faculty – including the academics – have years of practical defender, management and communications experience to offer you. John Stuart is presently Public Defender of the State of Minnesota; Kim Taylor-Thompson directed the Public Defender Service for the District of Columbia from 1988-91, and Christopher Stone was founding director of the Neighborhood Defender Service of Harlem. Ellen Schall managed two justice agencies after several years as an attorney with Legal Aid of New York, serving as Deputy Commissioner of the New York City Department of Correction and later, from 1983-1990, as Commissioner of New York's Department of Juvenile Justice. Mark Moore and Justine Lewis have been providing guidance to public sector executives and leaders for years. Mark has worked with a number of them at Harvard University's Kennedy School of Government and offers advice on how to be an effective public manager in his book *Creating Public Value: Strategic Management in Government.* Justine works with executives at UCLA's Anderson School of Management, and counsels private and public clients on a range of communications issues. Finally, Jody Kretzmann of the Assets-Based Community Development Institute at Northwestern University brings nearly twenty-five years of urban
experience and study to his current work on communities. His strategies for how to map assets in poor communities are particularly useful for public defenders.

How do I apply for the NDLP Executive Seminar?

First, note that the fourth session will take place from September 23-27, 1999, and that applications are due by July 23, 1999. Because space is limited and filling fast you should try to apply well ahead of the deadline. Next, compile information on both yourself and your agency (specifically, we request your resume or c.v. and an annual report or comparable document). Finally, take some time to reflect on the application's four essay questions and then draft responses to them (each answer should be one page or less). If you have any questions, please don't hesitate to call or e-mail (dorenstein@vera.org).

Do I have to attend the Seminar with a Training Partner?

Defenders have told us that attending conferences with colleagues helps them apply what they learn once they get home. That's why we're encouraging people to attend in pairs and offering reduced tuition for those who do so. It's strongly recommended, but not required.

Why is the U.S. Department of Justice, Bureau of Justice Assistance, an agency traditionally linked to prosecutors and law enforcement, funding training for indigent defense providers?

Years ago in Dade County, Florida, Prosecutor Janet Reno witnessed Public Defender Bennett Brummer constantly battling for sorely needed resources. She came to appreciate the frustrations defenders face and grew convinced that a balanced system requires balanced resources. As Attorney General, Reno remains concerned about indigent defense services across the country. DOJ is seeking input from defenders on how the federal government could be more responsive to and supportive of the indigent defense community, and is trying to work more collaboratively with defenders. NDLP is part of that effort.

Appendix A: Conference Participants

NATIONAL DEFENDER LEADERSHIP PROJECT
EXECUTIVE SEMINAR
July 1998 Participants

Frank DeMario
15th Judicial Circuit Public Defender's Office
West Palm Beach, FL

Preston Tisdale
Fairfield Judicial District Public Defender's Office
Bridgeport, CT

Denise Regan & Andrew Silverman
Committee for Public Counsel Services
Boston, MA

Edwin Burnette & Rita Fry
Cook County Public Defender's Office
Chicago, IL

Thomas Burns & Gary Horton
Genesee County Office of the Public Defender
Batavia, NY

Ross Alderman & Karl Dean
Metro Public Defender
Division
Nashville, TN

Jennifer Baum & Jackie Deane
Legal Aid Society, Juvenile Rights Division
Brooklyn, NY

Peter Bereskin & Frank Nebush
Oneida County Public Defender's Office
Utica, NY

Lauri Ferguson & Phyllis Morris
San Bernardino County Public Defender's Office
San Bernardino, CA

Bob Boruchowitz & Brian Tsuchida
Washington Defender Association
Seattle, WA

Don Murphy
Indiana Public Defender Council
Indianapolis, IN

Richard Rich
Chemung County Public Defender's Office
Elmira, NY

John Simmons
22nd Judicial District Indigent Defender
Covington, LA

Richard Stricks
St. John's Public Defender
La Place, LA

Carlos Martinez & Marie Osborne
Dade County Public Defender's Office
Miami, FL

Beth Davis & Tom Fortner
Hind's County Public Defender
Jackson, MS

Susan Hendricks & Michele Maxian
Legal Aid Society, Criminal Defense
New York, NY

Kim McLaurin & Brian Zimmerman
Legal Aid Society, Juvenile Rights Division
Brooklyn, NY

Paulino Duran & Doug Welch
Sacramento County Public Defender
Sacramento, CA

Juliana Humphrey & Steve Carroll
San Diego County Public Defender's Office
San Diego, CA

Ellen Berz & Gary Freyberg
Wisconsin State Public Defender
Madison, WI

NATIONAL DEFENDER LEADERSHIP PROJECT

Executive Seminar Participants
September 1998

Diana Abney & Didi Sallings
Arkansas Public Defender Commission
Little Rock, AR

George Castelle
Canawha County Public Defender
Charleston, WV

Jack Rogers
West Virginia Public Defender Services
Charleston, WV

Gabriella Celeste
Juvenile Justice Project of Louisiana
New Orleans, LA

Ken Clayman
Ventura County Office of the Public Defender
Ventura, CA

Bruce Brown & Anne Daly
Society of Counsel Representing Accused Persons
Seattle, WA

John Digiacinto
Private Defender Program
Redwood City, CA

Monica Drinane & Ron Richter
Legal Aid Society
Juvenile Rights Division
New York, NY

James Haas & Diane Terribile
Maricopa County Office of the Public Defender
Phoenix, AZ

David Cook & Robert Hill
Marion County Public Defender Agency
Indianapolis, IN

Andre DeGruy & Chris Klotz
Hinds County Office of the Public Defender
Jackson, MS

Marion Moorman & Austin Maslanik
10th Judicial Circuit Public Defender
Bartow, FL

Jon Ostlund & Jon Komorowski
Whatcom County Public Defender

Bellingham, WA

Gerard Smyth & Susan Storey
Connecticut Office of the Chief Public Defender
Hartford, CT

Mark Arnold
Kern County Office of the Public Defender
Bakersfield, CA

Lenny Castro
5th Judicial District Public Defender Office
Mankato, MN

Henry Coker & Robert Stall
San Diego County Office of the Public Defender
San Diego, CA

Rebecca DiLoreto
Department of Public Advocacy
Frankfort, KY

Stan Goldman & Patricial Wynn
Committee for Public Counsel Services
Boston, MA

Lou Haffner
Sonoma County Office of the Public Defender
Santa Rosa, CA

Kevin Kajer
Minnesota State Board of Public Defense
Minneapolis, MN

Jelpi Picou
Indigent Defense Assistance Board
New Orleans, LA

Bryan Shaha
Office of the Alternate Defense Counsel
Greeley, CO

Jose Villarreal
Santa Clara County Office of the Public Defender
San Jose, CA

NATIONAL DEFENDER LEADERSHIP PROJECT
EXECUTIVE SEMINAR
March 1999 Participants

Will Bierman
7th Judicial District Public Defender
Casper, WY

H. Allen Gerhardt
Coconino County Public Defender's Office
Flagstaff, AZ

Bill Cox & Margarito Rodriguez
El Paso County Public Defender's Office
El Paso, TX

Dan Goyette & Ed Monahan
KY Department of Public Advocacy
Frankfort, KY

Mike Judge & Adolfo Lara
Los Angeles County Public Defender's Office
Los Angeles, CA

Kathleen Bowman
Navajo Nation Public Defender's Office
Window Rock, AZ

Ellen Blau & Peter Sterling
Office of the Missouri State Public Defender
St. Louis, MO

Pamela Gray & JoAnn Wallace
Public Defender Service for DC
Washington, DC

Debra Shopteese
Roxbury Defenders
Defender
Roxbury, MA

Don Westerman & Richard Fasy
Spokane County Public Defender
Spokane, WA

Jennifer Bias & Robin Dorman
Wisconsin State Public Defender
Madison, WI

Jim Egar
Yolo County Public Defender's Office
Woodland, CA

Joe Carter
1st Judicial District Public Defender
Apple Valley, MN

Brant McGee
AK P.D. Agency & Office of Public
Advocacy
Anchorage, AK

Carol Ferrero
Dade County Public Defender's Office
Miami, FL

Charles Dreiling
Fresno County Public Defender's Office
Fresno, CA

Joel Atlas & Sue Wycoff
Legal Aid Society, Criminal Appeals Bureau
New York, NY

John Connors & Keith Rogers
Metropolitan Public Defender Services
Portland, OR

Diane Crow & Steve McGuire
Nevada State Public Defender
Carson City, NV

Gary Kula
Public Def. Contract Administrator's Office
Phoenix, AZ

Lee Coggiola
Richland County Public Defender
Columbia, SC

Tim Chandler & Dan Mangarin
San Diego County Alternate Public
San Diego, CA

Kevin Wladyka
State Appellate Public Defender
Boise, ID

Christine Fiechter
Youth Advocacy Project
Roxbury, MA

NATIONAL DEFENDER LEADERSHIP PROJECT
EXECUTIVE SEMINAR
September 1999 Participants

Kris Kolar
9th Judicial District Public Defender
Bemidji, MN

Robin Steinberg & Jenny Kronenfeld
Bronx Defenders
Bronx, NY

Maria Madsen Holzberg & Christine Rapillo
CT Division of Public Defender Services
Hartford, CT

George Cajiga & Gary Shinaver
Fresno County Public Defender's Office
Fresno, CA

Ron Coulter
State Appellate Public Defender
Boise, ID

Ernie Lewis
Department of Public Advocacy
Frankfort, KY

Leo Smith
Jefferson District Public Defender
Louisville, KY

Jorge Godoy
New Jersey Public Defender Office
Bridgeton, NJ

Teresa Snodgrass
San Bernardino County Public Defender
San Bernardino, CA

Duane Dammeyer & Neil Quinn
Ventura County Public Defender
Ventura, CA

Henry Schultz & John Wabaunsee
Wisconsin State Public Defender
Green Bay & LaCrosse, WI

Fred Friedman
6th Judicial District Public Defender
Duluth, MN

Anthony Benedetti & Page Kelley
Committee for Public Counsel Services
Cambridge, MA

Robert Coppel & Richard DeMaria
Dade County Public Defender
Miami, FL

Roberta Drew
Yellowstone County Public Defender
Billings, MT

Derwyn Bunton & David Utter
Juvenile Justice Project of Louisiana
New Orleans, LA

Jodi Hirschman & Anne-Marie Jolly
Juvenile Rights Division
New York, NY

C. Conard; L. Koeller; T. Young; G. Dewar
Montgomery County Public Defender
Dayton, OH

David Bodiker & John Alge
Ohio State Public Defender
Columbus, OH

David Mann
Santa Clara County Public Defender
San Jose, CA

Robert Appel & Anna Saxman
Vermont Office of the Defender General
Montpelier, VT

National Defender Leadership Project

Alumni Session
January 20-23, 2000

Participants

Mark Arnold *Kern County Public Defender's Office*; Bakersfield, CA
Joel Atlas *Legal Aid Society, Appellate Division*; New York, NY
Peter Bereskin *Oneida County Public Defender's Office*; Utica, NY
Ellen Berz *Wisconsin State Public Defender*; Madison, WI
Will Bierman *7th Judicial District Public Defender's Office*; Casper, WY
Bob Boruchowitz *Washington Defender Association*; Seattle, WA
Bruce Brown *Society of Counsel Representing Accused Persons*; Seattle, WA
Derwyn Bunton *Juvenile Justice Project of Louisiana*; New Orleans, LA
Ed Burnette *Cook County Public Defender's Office*; Chicago, IL
Ken Clayman *Ventura County Public Defender's Office*; Ventura, CA
John Connors *Metro Public Defender*; Portland, OR
Anne Daly *Society of Counsel Representing Accused Persons*; Seattle, WA
Beth Davis *Mississippi State Public Defender*; Jackson, MS
John Digiacinto *Private Defender Program*; San Mateo, CA
Robin Dorman *Wisconsin State Public Defender*; Waukesha, WI
Chuck Dreiling *Fresno County Public Defender*; Fresno, CA
Paulino Duran *Sacramento County Public Defender's Office*; Sacramento, CA
Lauri Ferguson *San Bernardino County Public Defender's Office*; San Bernardino, CA
Carol Ferrero *Dade County Public Defender's Office*; Miami, FL
Christine Fiechter *Youth Advocacy Project*; Roxbury, MA
Tom Fortner *Hinds County Public Defender's Office*; Jackson, MS
Jorge Godoy *New Jersey State Public Defender*; Bridgeton, NJ
Dan Goyette *Jefferson County Public Defender's Office*; Louisville, KY
Jim Haas *Maricopa County Public Defender's Office*; Phoenix, AZ
Gary Horton *Genesse County Public Defender's Office*; Batavia, NY
Mike Judge *Los Angeles County Public Defender's Office*; Los Angeles, CA
Gary Kula *Public Defender Contract Administrator's Office*; Phoenix, AZ
Adolfo Lara *Los Angeles County Public Defender's Office*; Los Angeles, CA
Dan Mangarin *San Diego County Alternate Public Defender*; San Diego, CA
Brant McGee *Office of Public Advocacy*; Anchorage, AK
Kim McLaurin *Legal Aid Society, Juvenile Rights Division*; New York, NY
Marion Moorman *10th Judicial Circuit Public Defender's Office*; Bartow, FL
Marie Osborne *Dade County Public Defender's Office*; Miami, FL
Jelpi Picou *Indigent Defense Assistance Board*; New Orleans, LA

Appendix B: Program Schedules

NATIONAL DEFENDER LEADERSHIP PROJECT
INTERAGENCY LEADERSHIP EXCHANGE
AUGUST 27 –29, 1999

PROGRAM SCHEDULE

Friday Evening

8:00 – 9:10 *Whole Group Session*
Project, Facilitator & Team Introductions

9:10 – 10:00 *Defender & Non-Defender Discussion Groups*
Defenders & collaborative initiatives

Saturday Morning

8:30 – 9:45 *Exercise*
"Gain As Much As You Can"

9:45 – 10:30 *Debriefing*

10:30 – 10:45 BREAK

10:45 – 11:15 *Presentation/Discussion*
Managing the competition-cooperation tension

11:15 – 12:15 *Small Group Sessions (Inter-team)*
Sharing personal experience of competition and cooperation within their team

Saturday Afternoon

12:15 – 1:30 LUNCH

1:30 – 3:00 *Small Group Sessions (Intra-team)*
Sharing thoughts about cooperation within the team

Reginald Bruce: Kentucky
Jack Himmelstein: California
Janice Tudy-Jackson: Alaska
Allen Zerkin: New York

3:00 – 6:00 FREE TIME

NATIONAL DEFENDER LEADERSHIP PROJECT
INTERAGENCY LEADERSHIP EXCHANGE
AUGUST 27 –29, 1999

PROGRAM SCHEDULE (continued)

Saturday Evening

6:00 – 7:30 DINNER

7:30 – 9:15 *Exercise and Discussion*
Two-party negotiation: William Oranges
Debrief
Presentation: Principles of negotiation

Homework Prepare "Snow Job" case

Sunday Morning

8:30 – 9:15 *Presentation*
Conflict management and coalition building principles

9:15 – 9:45 *Team Discussion Groups*
What are the implications for you team?
What principles/practices should be adopted?

9:45 – 10:00 *Team Reports*

10:00 – 10:15 BREAK

10:15 – 11:00 *Exercise*
Multi-party negotiation: Snow Job

11:00 – 11:20 *Team Discussion Groups*
How do you bring those not present into the conversation?
What do you say to them?

11:20 – 11:30 *Team Reports*

11:30 *Conclusion*

July 1998 Executive Seminar

MAPPING THE FUTURE OF INDIGENT DEFENSE

	Tuesday	Wednesday	Thursday	Friday	Saturday
8am		Buffet Breakfast 8:00-9:00am			
9am		Strategic Triangle 2 Case Studies 9am-12pm	Critical Incidents Peer-to-Peer 9am-12pm	Mapping Coalitions & Community Mobilization 1 Exercise, 1 Case Study 9am-12pm	Mapping the Future of Your Office 9am-12pm
10am					
11am	Check-In by 3pm				
Noon		Buffet Lunch 12-1pm		Guest Speaker 12-12:30pm Buffet Lunch 12:30-1:30pm	Lunch Noon-1pm
1pm		Break 1-2:30pm			Mapping Relationships with Your Colleagues 1-3pm
2pm				Mapping Coalitions & the Criminal Justice System Panel Discussion 2-4:30pm	
3pm	Welcome & Introduction 3-4pm	Defining & Articulating Mission Case Study, Speeches 2:30-5:30pm	Mapping Community Capacity Large&Small Discussions 2:30-5:30pm		Seminar Evaluations 3:30-4:30pm
4pm	Stakeholder Maps 4-6:30pm			Break 4:30-5:30pm	
5pm		Dinner 5:30-6:30pm			Dinner Gasho House 5:30-8:30pm
6pm					
7pm	Barbecue Dinner 7-8pm	Heroes I Have Known 7-8:30pm	Art of Narrative 7-8:30pm		
8pm					

MAPPING THE FUTURE OF INDIGENT DEFENSE

September 1998 Executive Seminar

	Tuesday	Wednesday	Thursday	Friday	Saturday
8		Working Breakfast 7:30-8:30am			
9		Strategic Triangle 2 Case Studies 9am-12pm	Community Mobilization 1 Case Study 9-10:15am Art of Persuasion Speeches 10:30am-12pm	Critical Incidents Peer-to-Peer 9am-12pm	Mapping the Future of Your Office, Part I 9am-12pm
10					
11					
12	Lunch Available 12:30-1:30pm	Buffet Lunch 12:30-1:30pm			
1		Break 1:30-3:30pm			Mapping the Future of Your Office, Part II 1:30-4:00pm
2	Check-In by 4pm				
3		Defining Public Value 1 Case Study 3:30-6:30pm	Art of Persuasion Speeches 3:30-6:30pm	Mapping Community Capacity Peer-to-Peer 3:30-6:30pm	Evaluations 4-4:30pm
4	Welcome & Introduction 4-4:45pm				Break 4:30-6:30pm
5					
6	Stakeholder Maps 4:45-7pm	Dinner 6:30-7:30pm			Dinner & Final Ceremony 6:30-9pm
7	Dinner 7-8pm	Justine Lewis Available for Video Critique 8-8:30pm; 8:30-9pm; 9-9:30pm; 9:30-10pm			
	Town Hall Meeting 8-9pm				

MAPPING THE FUTURE OF INDIGENT DEFENSE

	Thursday	Friday	Saturday	Sunday	Monday
8		BREAKFAST 7:30-8:30AM			
9		Stakeholder Mapping 9am-12pm	Critical Incidents Peer-to-Peer 9am-12pm	Strategic Triangle and Defining Public Value 2 Case Studies 9am-12pm	
10					
11					
12		BUFFET LUNCH 12-1PM			
1					
2		Art of Persuasion Peer-to-Peer 1:30-5:30 pm	Peer Consultation Peer-to-Peer 1:30-5:30 pm	Defenders Define Value 1:30-4:30 pm	
3	Check-In 3-5:30pm				
4				Mapping the Future of Your Office 4:30-5pm	
5		BREAK 5:30-6:30PM			
6		DINNER 6:30-7:30PM			
7					
8				Mapping the Future of Your Office & Final Ceremony	

September 1999 Executive Seminar

MAPPING THE FUTURE OF INDIGENT DEFENSE

	Thursday	Friday	Saturday	Sunday	Monday
8		BREAKFAST 7:30-8:30AM			
9		Stakeholder Mapping and Audience Profiling 8:45-11:45am	Critical Incidents Peer-to-Peer 8:45-11:45am	Strategic Triangle and Defining Public Value 2 Case Studies 8:45-11:45am	
10					
11					
12		BUFFET LUNCH 12-1PM			
1		BREAK 1-2:30PM			
2		Art of Persuasion Peer-to-Peer 2:30-6 pm	Peer Consultation Peer-to-Peer 2:30-6 pm	Defenders Define Value 2:30-4:30 pm	
3					
4	Check-In 4-6pm				
5				[illegible]	
6		DINNER 6:30-7:30PM			
7					
8	Overview & Introductions			[illegible]	

Appendix D: Letters from Conference Participants

State of Connecticut

OFFICE OF CHIEF PUBLIC DEFENDER

30 TRINITY STREET – 4TH FLOOR
HARTFORD, CONNECTICUT 06106
TEL. 860-509-6403
FAX: 860-509-6495

SUSAN O. STOREY
DEPUTY CHIEF PUBLIC DEFENDER

Kirsten D. Levingston
VERA Institute of Justice
377 Broadway, 11th Floor
New York, New York 10013

September 22, 1998

Dear Kirsten,

I just wanted to write to thank you for inviting me to participate with Gerry Smyth in the National Defender Leadership Project at Arden House. It is rare to attend a conference that makes such an immediate and meaningful impact on the way in which you view your agency and your role in leading it.

Gerry and I are planning to meet with Preston Tisdale to discuss how we can best use all the information gathered at the conference to inspire our offices statewide, and I am planning to meet with our twenty seven social workers to discuss "Community Mapping."

The teaching staff was truly superb, and I especially enjoyed the group of people that you brought together to share experiences. This was, for me, one of the most memorable parts of the program, except for Dara's maps. I have already been in contact with several of the attendees to share information.

Thanks again for a great experience. I hope that we are able to send more personnel from Connecticut to participate in the Project in March. My best to Dara whose energy and creativity was very much appreciated by everyone at the conference.

Sincerely,

Susan O. Storey
Deputy Chief Public Defender

90 CHURCH STREET NEW YORK, N.Y. 10007 TEL: (212) 577-3300 FAX: (212) 577-7999 www.legal-aid.org
Assuring Equal Justice For All

It's all true. You guys were all terrific

Daniel L. Greenberg
Executive Director and Attorney-in-Chief

Criminal Appeals Bureau
Sue Wycoff
Attorney-in-Charge

March 16, 1999

Ms. Nancy Gist
Department of Justice
Bureau of Justice Assistance
810 7th Street NW
Washington, DC 20531

Re: National Defender Leadership Project Executive Seminar

Dear Ms. Gist:

I attended the most recent Executive Seminar put on by the VERA Institute at Arden House in New York. I understand the BJA funded this series of conferences, and I am writing you first, to thank you for making the funding available, and second, to tell you that the public money was very well spent.

I have attended many, many professional conferences in more than twenty years as a public interest lawyer, and I can say without qualification that the Leadership Project Executive Seminar was the finest by far. It was clear from the outset that the planning for the seminar had been very thoughtful. The readings were all interesting and relevant to the program and the faculty was all outstanding. As a former teacher, I was particularly struck by how gifted all the teachers were.

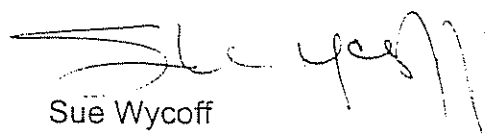
As administrators and managers, most of us spend our days in the thick of the fray, often feeling as though we're just moving from crisis to crisis. We usually have neither the time nor the tools to stand back and look at what we're doing in a dispassionate, analytical and intellectual way. This was just what the Seminar offered, and it was instructive and invaluable.

The VERA staff was also extraordinary. All the arrangements were flawless. But the most impressive part of their role occurred the third afternoon we were there, when some people raised the concern that there were many

issues of race and gender both implicit and express in one of the case studies we were using and in our own offices, but we were not talking about those aspects. The VERA staff immediately responded; they met together and determined how to address the concerns. The result was that they changed the afternoon session from the one which they had been planning for weeks, and we all had a very open, honest and frank discussion of race and gender issues in our offices. It was a remarkable display on the part of the VERA staff of flexibility, honesty and a willingness to scrap their own preconceptions to deal with our legitimate issues.

As you can see, I could go on and on. As a taxpayer who often has occasion to question the wisdom of choices made about how to distribute the public fisc, I can assure you, I think you made a wise choice in funding this program and in selecting the VERA Institute to implement it. I thank the BJA and you.

Sincerely,



Sue Wycoff

POLK COUNTY
POLK COUNTY COURTHOUSE
255 N. BROADWAY - 3RD FLOOR
POST OFFICE BOX 9000-PD
BARTOW, FLORIDA 33831
PHONE: 941/534-4200

HARDEE COUNTY
ROOM A202
412 WEST ORANGE
WAUCHULA, FLORIDA 33873
PHONE: 941/773-6758

HIGHLANDS COUNTY
609 FERNLEAF STREET
POST OFFICE BOX 3741
SEBRING, FLORIDA 33871
PHONE: 941/386-6724

PINELLAS COUNTY
CRIMINAL JUSTICE CENTER
14250 49TH STREET NORTH
CLEARWATER, FLORIDA 34622
PHONE: 813/464-6595

JAMES MARION MOORMAN
PUBLIC DEFENDER
TENTH JUDICIAL CIRCUIT

HOLLY M. STUTZ
EXECUTIVE DIRECTOR

PLEASE REPLY TO

September 16, 1998

Kirsten D. Levingston
Project Director
National Defender Leadership Project
377 Broadway, 11th Floor
New York, NY 10013

Dear Kirsten,

The FAX is here, the letter will follow.

It is 5:30 a.m.

I am listening to the "Manhattan" soundtrack thinking about the Manhattan Skyline, Yankee Stadium and Arthur Ashe Stadium and how I only got to see them to and from the airport, but I am not sad.

I had a great time!

It was the best seminar I have ever been to.

It has renewed my energy to be a public defender.

I learned a lot.

I met a lot of great people including you, Dara, Nancy, Chris and all the presenters and participants and the people at Arden House.

I will never forget this great opportunity I had to be at the seminar.

So what I am saying is thank you.

But, I have also been working.

On Sunday I drove my wife crazy with all the new ideas I have for the office as a result of what I learned last week. (She is also an assistant public defender in our office)

On Monday I got up at 3:00 a.m. and spent two hours looking at my Stakeholder map, working with the Strategic Triangle, Mapping the Community, did some Audience Profiling (mainly Marion); then I made a two part map for the future of our office, taking into account Strategic Planning for the Future of Indigent Defense.

At 7:30 a.m. I left a note in Marion's chair which said "I have been up since 3:00 a.m. working with the Strategic Triangle and singing the same song twice at the same time and that I would like to talk to you for about 30 minutes."

At 10:15 after I got out of court, I saw Marion and he immediately agreed to stop doing what he was doing. We then talked for one half hour and he approved my first draft for my office plan for the year 1999. Although, he did not say he would do it.

Since about 10:45 Monday I have been working on the plan like Mr. E. P. Harriman's employees worked on the Union Pacific - well, maybe not as hard - in an airconditioned office - and far better pay.

Well, I hope you think the seminar was as big of a success as I do.

Please share this letter with your colleagues at Vera and tell Dara my wife is an "art lover" and she loves my framed certificate.

Thanks and I will be in touch again.

With my enormous thanks,
I remain your friend,

Austin H. Maslanik

AHM/bl

cc: J. Marion Moorman

P.S. I am also working on the letter to Ms. Nancy Gist and my additional critique of the seminar.

LAW OFFICES
LOS ANGELES COUNTY PUBLIC DEFENDER
210 W. TEMPLE STREET
19TH FLOOR
LOS ANGELES, CALIFORNIA 90012
(213) 974-2801 / FAX (213) 625-5031

MICHAEL P. JUDGE
PUBLIC DEFENDER

EXECUTIVE OFFICE

March 31, 1999

Christopher Stone, Esq.
President/Director
Vera Institute of Justice
377 Broadway
N.Y., N.Y 10013

Dear Chris,

Enclosed is a copy of my letter to Nancy E. Gist, Director of the Bureau of Justice Assistance, U.S. Department of Justice.

Hope things are going well with you. If there is anything else I might do please advise me. I am looking forward to seeing you at Harvard.

Very truly yours,

MICHAEL P. JUDGE
Public Defender

MPJ:ij

Enclosure

LAW OFFICES
LOS ANGELES COUNTY PUBLIC DEFENDER
210 W. TEMPLE STREET
19TH FLOOR
LOS ANGELES, CALIFORNIA 90012
(213) 974-2801 / FAX (213) 625-5031

MICHAEL P. JUDGE
PUBLIC DEFENDER

EXECUTIVE OFFICE

March 31, 1999

Nancy E. Gist, Esq.
Director
Bureau of Justice Assistance
U.S. Department of Justice
810 7th Street N.W.
Washington DC 20531

Re: NATIONAL DEFENDER LEADERSHIP PROJECT (NDLP)

Dear Nancy:

I attended the BOJA sponsored NDLP Seminar organized by the Vera institute of Justice in March of this year. The program was of exceptional high quality. The exercises were productive in enhancing the analytical and problem solving skills of the attendees. Furthermore, the tools for developing a comprehensive strategy explored at the conference are of significant value in a practical way for defenders.

Those who presented were quite knowledgeable as well as skillful in conveying their material. The Vera staff demonstrated both wisdom and nimbleness by instantaneously adjusting an entire afternoon's agenda to delve deeply into the racial diversity aspects of the case studies as well as examples of such ethnic dynamics within the offices of those who attended the NDLP meeting. This able and agile modification was generated after an unscheduled self-initiated dialog among some of the attendees caused the desire for such a focus to surface after the lunch break.

The program is apt for management staff development generally and for succession planning specifically. A short concentrated version of NDLP training is being offered at the California Public Defenders Association Annual Convention in May 1999. Because of my high regard for the program I have strongly encouraged select members of my management staff to attend. My only regret is I would prefer they had the opportunity to participate in the full course.

I hope this information is helpful to you in reviewing your funding allocation decisions.

With high regards,

MICHAEL P. JUDGE
Public Defender

MPJ:ij