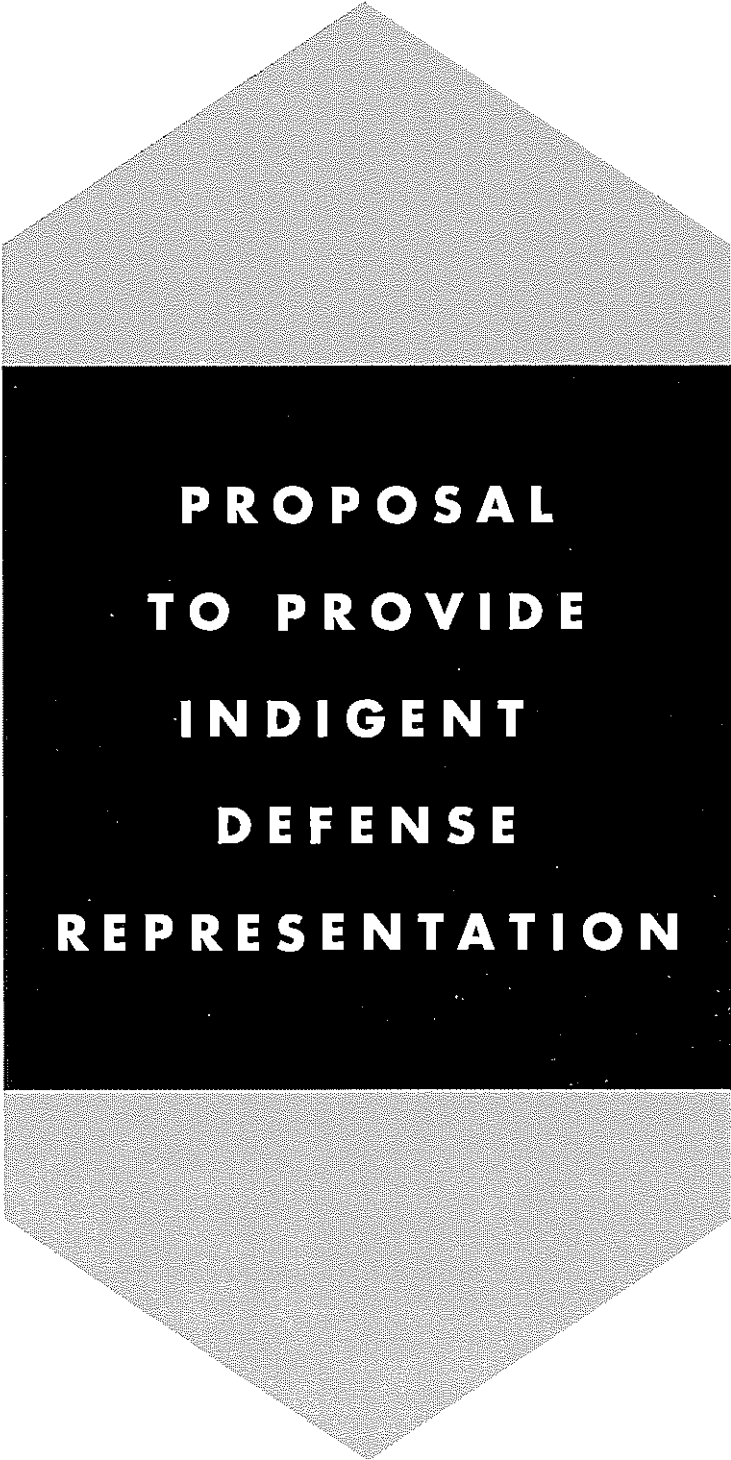


NEIGHBORHOOD DEFENDER SERVICE



**PROPOSAL
TO PROVIDE
INDIGENT
DEFENSE
REPRESENTATION**

PIN NUMBER 00296DMP5090

Funding for the production of this proposal was provided by the Vera Institute of Justice, Inc.

NEIGHBORHOOD DEFENDER SERVICE
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December 1, 1995

Office of the Mayor
Criminal Justice Coordinator
250 Broadway, 14th Floor
New York, New York 10007
Attn: Ari Wax
Re: RFP for Indigent Criminal Defense Services

Mr. Wax:

Enclosed is the proposal of the Neighborhood Defender Service, Inc. (NDS) to provide indigent defense representation pursuant to the city's Request for Proposals for these services. The proposal envisions a mode of representation that both meets government's desire to modify and improve the services currently available and builds on the lessons learned from the city's investment in creating, through NDS, a more effective model of indigent defense representation.

For the last five years, the Neighborhood Defender Service has refined a model of indigent defense provision that has as its goal cost-effective, qualitative improvement of these services. Largely with the support of local government, NDS has piloted an innovative approach that has received national attention and has resulted in the modification of indigent defense systems around the country. Our use of a client-centered approach to service provision has been endorsed by the National Legal Aid and Defender Association, our team defense model has been adopted by the Los Angeles County Public Defender in one of its regional offices, and our pre-arraignment, early case entry work has been the model for a similar service in Cook County, Illinois. The benefits to staff development that result from our team defense model has been recognized by nationally renowned practitioners who provide training through the National Criminal Defense College, the National Legal Aid and Defender Association and the New York State Defender Association. The enhanced services that result from our model have been hailed by judges, prosecutors, community leaders and clients.

Following the timetable established at the time of NDS's creation, we are now concluding our fifth and final year of the demonstration and we are preparing to separate from the Vera Institute of Justice. By this proposal, we seek to implement on a broader scale the positive lessons we have learned, to maintain the client-centered, quality representation that people unable to hire lawyers deserve, and to continue to play an integral role in the city's effort to provide indigent defense services in a responsible manner.

Sincerely,

Leonard E. Noisette
Director

TABLE OF CONTENTS

SUMMARY OF PROPOSAL	3
I. TECHNICAL PROPOSAL	5
A. EXPERIENCE	5
B. RESOURCES	7
C. REFERENCES	10
D. WRITTEN PRACTICE	11
E. PROPOSED OPERATIONS	12
3. SERVICES	12
4. FULFILLMENT OF PROGRAM REQUIREMENTS	23
5. REPORTING AND EVALUATION	26
6. PLAN OF TASKS	28
7. PROGRAM SITE	29
F. BUDGET PROPOSAL	30
G. MISCELLANEOUS	30
H. STATEMENT OF NO WITHDRAWAL	30
II. STATEMENT OF QUALIFICATIONS	31
III. BUDGET/COST PROPOSAL	37
IV. ACKNOWLEDGMENT OF ADDENDA	55
V. CURRENT LIST OF BOARD OF DIRECTORS	57
VI. LIST OF PUBLIC REVENUE SOURCES	59
VII. EXHIBITS 1-5	61

SUMMARY OF PROPOSAL

Since 1991, the Neighborhood Defender Service has provided indigent criminal defense representation in approximately 2,500 cases annually, as it has tested and refined a new model of public defense services. NDS now proposes to provide similar services in an additional 10,000 cases annually at an added cost of approximately \$5 million, a marginal cost competitive with the Legal Aid Society.

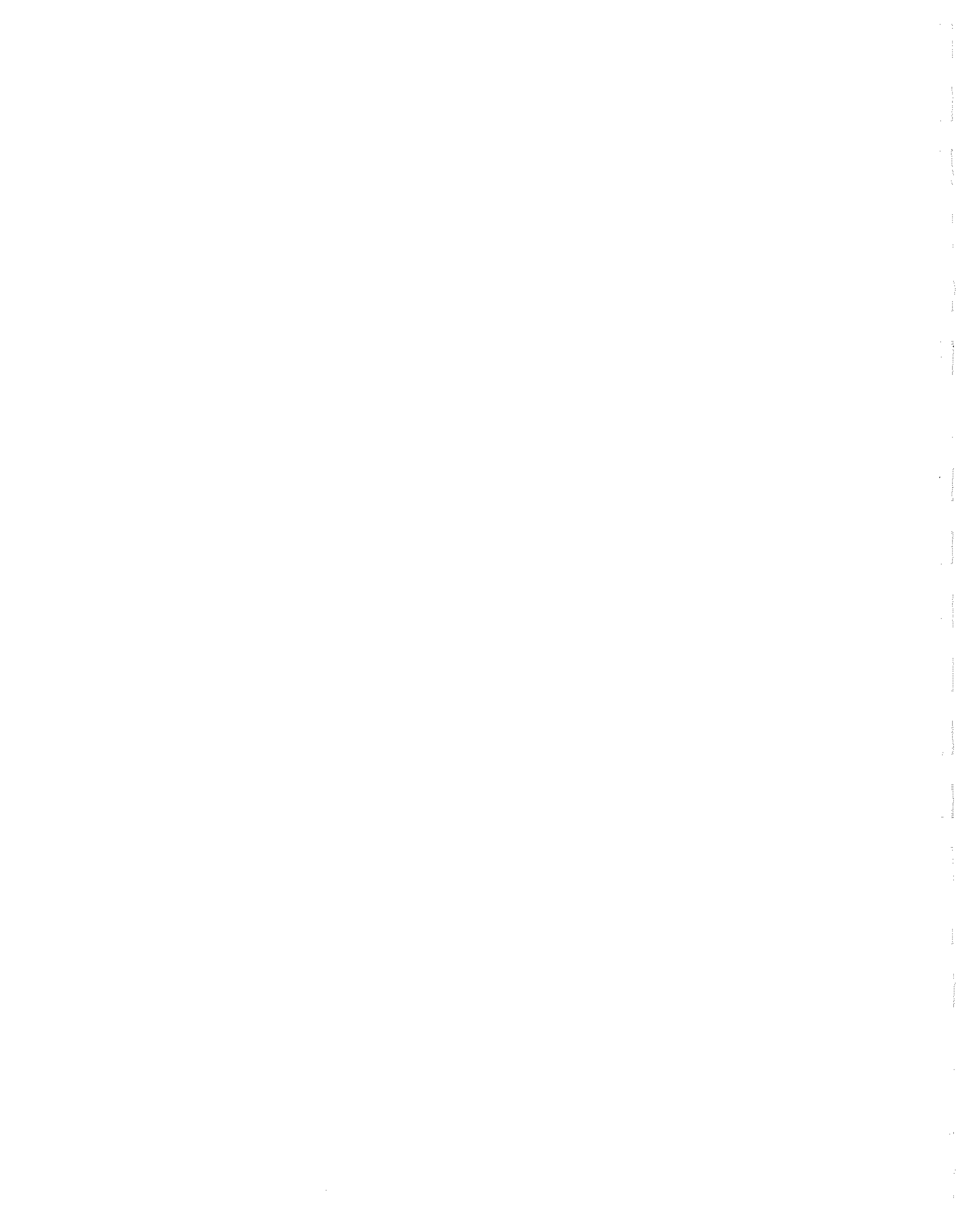
NDS proposes to increase substantially its case obligations while continuing to provide its services through a neighborhood-based, team-centered, early-entry model. If this proposal is accepted, both the city and a larger group of people in need of legal representation will benefit from the five-year investment that the city has made in developing an alternative method of service provision.

This proposal describes the lessons we have learned during our five-year demonstration, and the benefits of our model to the courts, to our clients, and to the administration of justice. We provide letters from judges, prosecutors and community leaders that recount their experience with NDS. They describe the difference made by our early case entry, our use of the community resources made possible by our neighborhood base, and the enhancement of representation resulting from our team approach.

We propose to manage the expansion of NDS through the modification of current operations in three central respects. First, we will increase the size and number of our legal teams. Second, we will maintain our neighborhood-based service but expand our catchment area to include all of Harlem and Washington Heights. Third, we will henceforth enter the majority of our cases upon assignment at arraignment in criminal court, but we will maintain some capacity to enter appropriate cases before arraignment.

Our proposal describes the breadth of experience of our direct service and administrative staff that enables us to increase our representational responsibilities. Specifically, we describe how the organizational capacity we have built will allow us to manage a much larger agency. The discussion of our current and planned scope of practice describes in detail the quality of representation we will continue to provide.

The defense of indigent clients accused of crimes is difficult and often thankless work. Nevertheless, we believe this proposal demonstrates that the Neighborhood Defender Service currently delivers the highest quality representation available in New York City today. We welcome the opportunity to make these services more widely available.



I. TECHNICAL PROPOSAL¹

A. EXPERIENCE

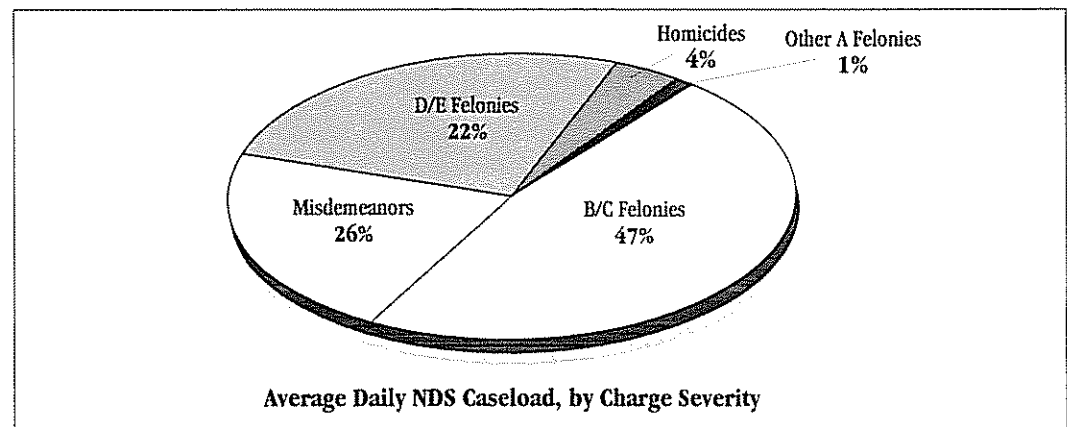
The Vera Institute of Justice created the Neighborhood Defender Service in the spring of 1990 to demonstrate and test an alternative model of indigent criminal defense provision. The Neighborhood Defender Service (NDS) currently provides legal and related services to residents of East, Central and West Harlem, New York.

NDS is different from traditional indigent defender offices in a number of ways. First, it is neighborhood-based, operating from the community where its clients live rather than from the courthouses in which their cases are prosecuted. We also maintain a facility near the New York County courthouses, which enables us to meet all our court obligations.

Second, NDS offers its services to clients twenty-four hours a day, and seeks to have an attorney enter a case as soon after the criminal accusation as possible. Our case intake mechanisms, currently designed for representation upon request, can easily be modified to support a court assignment method of intake. The NDS early case entry model allows us to obtain important information about our clients' community ties and social history, which better assist the court in making appropriate decisions at the initial court appearance.

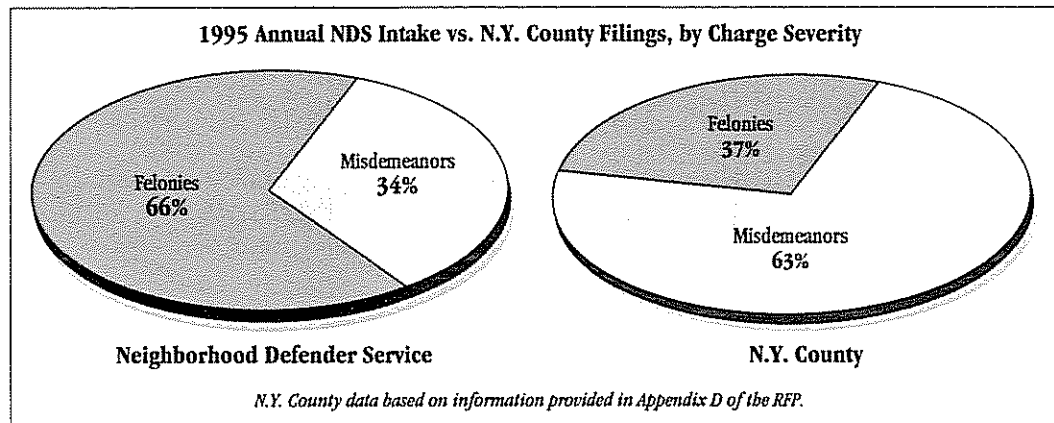
Third, NDS provides representation through teams of lawyers, paralegal investigators and caseworkers, and an administrative assistant, rather than assigning cases to individual attorneys. The team approach to representation assures that there is always someone available to speak to a client knowledgeably and provides greater continuity of representation when individual staff members are unavailable.

NDS has been in full operation since December 1990. As of October 1995, NDS had represented nearly 5,000 clients in over 6,000 criminal matters, primarily in the Criminal and Supreme Courts of New York County. Our practice has been largely in felony cases. For the period between July 1993 and October 1995, on an average day the breakdown of active cases was as follows: 4% Murder, 1% other A Felonies, 47% B/C Felonies, 22% D/E Felonies and 26% Misdemeanors.



1. As required in section IV(B)(2) of the RFP, at page 10, entitled "Technical Proposal", we provide below in sections A through H the information specifically requested by the above-noted section. Our Section E of this Technical Proposal, entitled "Proposed Operations," corresponds with section IV(B)(2)(e) of the RFP, which requires a "description of how the proposer will achieve the prescribed levels of service." We there provide, as required by Section V(2) of the RFP, "Format of Proposal," at page 14, the information required in sections V(3) through V(7) of the RFP, at pages 14 to 18.

These figures represent a significantly higher felony practice than exists in New York County and the city as a whole.



In addition to its primary practice in New York County, the Neighborhood Defender Service has provided representation in the Criminal and Supreme Courts of Bronx County, and in juvenile delinquency matters in the Family Courts of those boroughs as well. We have also appeared as counsel in a limited number of appeals and post-conviction matters.

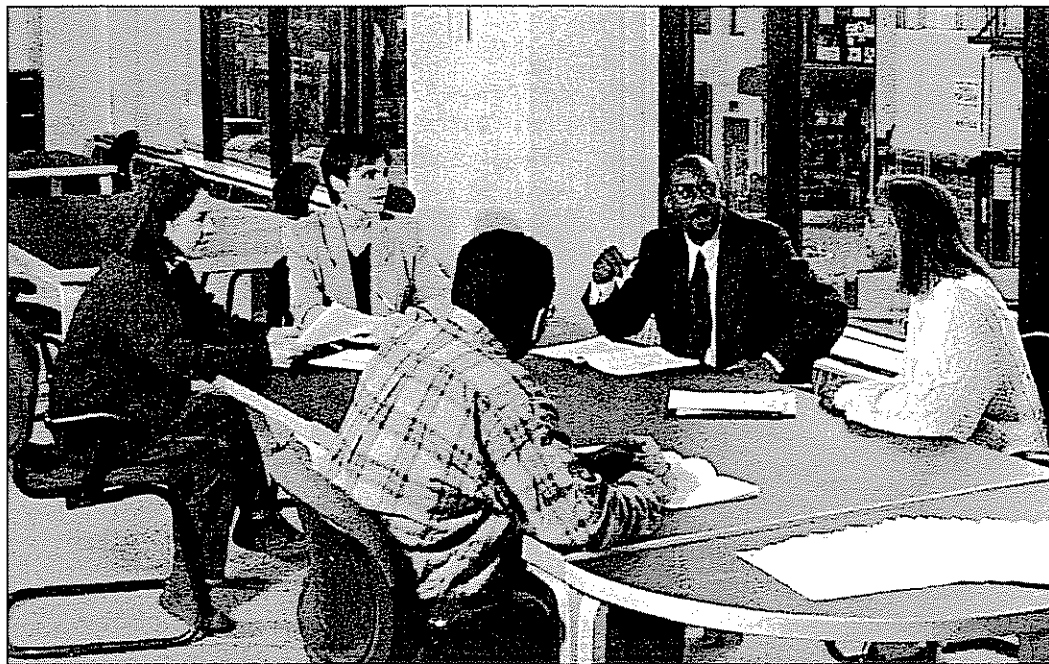
NDS has learned much in the five years in which we have implemented and refined our alternative defender model. Consistent with our hypothesis, team defense has allowed us to broaden the role and responsibilities of non-attorney staff, thereby maximizing the use of limited personnel resources. Similarly, our neighborhood-based model has allowed us to make greater use of community resources in fashioning alternative to incarceration plans in appropriate cases, thereby reducing the unnecessary use of costly jail space. (See letters of Senator David A. Paterson, 29th District, New York State Senate, and Lloyd A. Williams, President/CEO, the Greater Harlem Chamber of Commerce, provided in Exhibit 4)

While we believed that Harlem residents would take advantage of the availability of legal counsel prior to arraignment in court, we did not anticipate the level of work we do arranging the surrender of people to the police. We now frequently receive a number of requests for representation prior to an arrest, and have provided legal advice in over 100 such cases. We have arranged for our client to surrender voluntarily to the police in more than sixty matters, including homicides and sexual assaults. The resultant freeing of law enforcement to focus limited resources on other field activities, and the expediting of the formal resolution of criminal investigations, has been an unexpected benefit of our early entry design. (See letter of C. Virginia Fields, New York City Council Member, 9th District, provided in Exhibit 4.)

Still, the percentage of criminal cases in which we have begun representation prior to arraignment has not grown to the level we expected. While we have built community awareness of our service such that we have been able to sustain our current practice solely on cases generated by requests for representation, we enter only about 50% of our cases pre-arraignment, and enter the remainder within a few days of arraignment. As a result, our early investigation work is now focused both on the hours before arraignment and on the first week following arraignment.

One goal of our client-centered approach to representation was to establish a relationship with our client that extended beyond the life of any particular criminal case. We surmised that such a relationship would allow us to better assist a client in a range of problems (for example, avoiding violations of probation or parole), and to provide the court with more meaningful information on which to base disposition decisions. These goals led us to apply the social service concept of "aftercare" to our role, and helped us to learn how to use our relationships with our clients to assist the courts, the Departments of Probation and Parole, and treatment providers in the shared effort to increase the successful completion of non-jail sanctions. (See letter of Eric Glaude, CSW, Team Leader, Harlem Vet Center, provided in Exhibit 4.)

With the demonstration period now completed, we are able to use our experience to design a neighborhood-based, team-centered, responsive service that can provide representation to more clients in a cost-effective manner.



NDS Director Leonard Noisette, center, confers with members of senior staff: clockwise, Cathy Plaza (Chief of Social Work), David Holman (Senior Attorney), Cecilia Jaramillo (Assistant Director for Administration) and Robin Steinberg (Deputy Director).

B. RESOURCES

NDS has a current staff of 52, and operates two facilities, a full-service site in Harlem and a courthouse location in lower Manhattan. We will build on these resources through the recruitment of 26 additional lawyers and 27 non-lawyer team staff, as well as additional administrative and support services personnel. We will also expand our current facilities to accommodate our new staff and additional caseload and client obligations.

1. SENIOR MANAGEMENT

Leonard Noisette, Director of NDS, will continue to be responsible for overall management of the agency. Mr. Noisette has served in a management capacity in the indigent defense field for the last seven years, and has been responsible for daily operations at NDS since July 1993. He began his employment with NDS as Senior Attorney/Team Leader and was NDS Deputy Director before assuming his role as Director. Prior to joining NDS, Mr. Noisette was a Senior Supervising Attorney with the Criminal Appeals Bureau of the New York City Legal Aid Society. As a practitioner, he has experience on both the trial and appellate level.

Robin Steinberg, the NDS Deputy Director, will remain responsible for the daily oversight of the legal practice. Ms. Steinberg has served as NDS Deputy Director for over two years. Prior to her current position, Ms. Steinberg was a Senior Attorney with NDS for three years. In that role she had project management responsibility and supervised a legal team of seven people. In the year immediately prior to assuming her current position, Ms. Steinberg served as the head of our training team for new lawyers. She has practiced in the field of indigent criminal defense in New York for over thirteen years, eight of which were primarily in New York County.

2. DEFENSE TEAMS

NDS will increase its current case capacity by expanding from five legal teams to eight, and by increasing the size of those teams. We presently operate five criminal teams consisting of a senior attorney/team leader, three staff attorneys, paralegal investigative and social service support, and an administrative assistant. The teams also routinely have a college and/or law student intern assigned to work with them.

We will increase the size of these teams to six attorneys, three community worker/investigators, a case-worker and an administrative assistant. We will continue to provide the teams with the assistance of interns as well. By this increase in size, we will build on what we have learned about the benefits of collaborative work — cost-effective division of resources between attorney and non-attorney personnel; greater responsiveness to clients and the courts; and improved quality of representation due to fewer mistakes. Expanding the size of teams will also make effective use of the lessons we have learned about how to manage team defense, by increasing supervisory responsibility and thereby reducing management-to-staff ratios.

Through targeted recruitment efforts, we will ensure that the composition of our teams continues to bring to our representation the benefits afforded by the diversity of our staff. Currently, 63% of the attorneys at NDS are attorneys of color; women represent 55% of the lawyer staff. The non-attorney team staff is overwhelmingly African-American and Latino. Nearly one-third of our direct services staff is bilingual, giving us the capacity to deal effectively with our non-English speaking clients. This diversity allows us to build substantial relationships of trust with clients, their families and the community at large, which in turn minimizes the delay in criminal cases caused by lack of confidence in court-appointed lawyers or mistrust of the system. (See letters of Hon. Keith Wright, Assemblyman, New York State Assembly and Betsy Mayberry, Director of Services, The Children's Aid Society, provided in Exhibit 4.)

A. SENIOR ATTORNEYS

Our current team Senior Attorneys are all experienced lawyers who, in addition to their management and supervision obligations, serve as the senior litigators on their teams responsible for representation in serious felony matters. They all have at least five years of criminal defense experience.

Rick Jones has been a Senior Attorney at NDS for three years. Mr. Jones began with NDS at its inception in 1990, and served as a staff attorney for two years. In that position, he provided representation on a full, serious felony caseload. He has appeared in Federal Court and in civil matters for NDS clients as well. Prior to joining NDS, Mr. Jones spent three years as a staff attorney in the Manhattan office of the Legal Aid Society, Criminal Defense Division.

Earl Ward joined NDS in October 1992 as a staff attorney. His prior experience includes four years as a staff attorney with the Criminal Defense Division of the Legal Aid Society, in its New York County office, followed by nearly three years as a staff attorney with the New York Civil Liberties Union (NYCLU). At NYCLU, he litigated civil rights violations in Federal Court, as well as a range of constitutional issues. He has been a Senior Attorney for three years.

Martha Rayner joined NDS as one of its original staff attorneys in October 1990. She brought with her three and a half years' of experience as a criminal defense attorney with the Legal Aid Society in Manhattan. Ms. Rayner performed criminal litigation at NDS for more than two years. For the past three years, Ms. Rayner has been the Senior Attorney in charge of the development of our civil practice.

Jacqueline Deane has practiced indigent criminal defense on behalf of both adults and juveniles. She began her legal career as a staff attorney with the Legal Aid Society's Juvenile Rights Division, where she served from 1986 to 1989. She then practiced criminal defense on the adult level for two years as an attor-

ney with the Kings County trial office of Legal Aid. Ms. Deane returned to the Juvenile Rights Division in 1992, where she was Deputy Director for Training until she joined NDS in September of 1994. Ms. Deane currently serves as the Senior Attorney of our training team, and oversees the development of our young attorneys.

In her ten years of practice, **De Nice Powell** has served as both a civil and criminal litigator, on the trial and appellate levels. Prior to joining NDS, she was a staff attorney with the Criminal Appeals Bureau of the Legal Aid Society for three years. Ms. Powell began her career with NDS as a staff attorney in 1993, and has been a Senior Attorney for almost a year.

David Holman has spent his entire legal career with the Neighborhood Defender Service. He began with NDS in October 1990 as one of its original staff attorneys. During his time as a staff attorney, Mr. Holman developed into one of the office's most aggressive and respected trial litigators. He was appointed a Senior Attorney in July of this year.

In increasing the number of Senior Attorneys from five to eight, we will look both internally and outside of the agency to find individuals who possess the combination of skills needed to perform the range of responsibilities of the position.

Resumes of senior legal staff are appended in Exhibit 1.

B. STAFF ATTORNEYS

Our current complement of staff attorneys range in experience from lawyers with ten years of indigent defense practice to recent law graduates. Our recruitment of 23 additional staff attorneys will seek to obtain lawyers with varying degrees of experience suitable to handle our projected caseload. We will seek to maintain a diverse staff, and will comply with the requirements of the Indigent Defender Organization Oversight Committee.

C. NON-ATTORNEY TEAM STAFF

The team investigators and caseworkers, respectively, will remain responsible for field investigations and social service support. Current staff members filling these positions generally come to NDS with a background in criminal justice or social services. Given our success with this aspect of our model, we will employ our current recruitment practices to identify the additional staff we will hire for these positions.

Team administrative assistants will be responsible for entering data about the team's cases into the case management system, and for assisting team clients and their families, particularly in the absence of other team members. We will employ in this position individuals with superior computer and word processing skills to ensure accurate entry of data critical to team communication and quality service delivery.

3. SUPPORT SERVICES

The work of the teams will be supported by our Chief of Social Work and her Case Assistant, who will coordinate and assist social service provision by team members. Our current Chief of Social Work, Cathy Plaza, has a Master's Degree in Social Work (MSW) from New York University Graduate School of Social Work. Her experience spans over fifteen years in various aspects of social work, including housing, foster care, drug treatment, and training and development. She has spent much of her career in the area of forensic social work, having worked for the Legal Aid Society's Criminal Defense Division for over five years and for the last four years with NDS.

Investigative support will be provided through a Chief of Investigations, who will provide on-going training, assist in the identification of investigation resources, and provide technical advice in individual cases. This position will be filled by a professional investigator with specific experience in the area of criminal work.

NDS has also designed a sophisticated Automated Litigation Support System that is essential to the collaborative work of the teams. Each team member has a personal computer on her desk which allows entry of information related to all significant activity on a case. Each such entry triggers an electronic mail message to other team members, which keeps them abreast of the progress and development of the team's cases, often leading to the exchange of further information or advice in what become electronic discussions of case strategy. The communication benefits of the system are realized in the prompt and efficient receipt of information by all staff members, allowing them to take necessary action in a timely manner. Additionally, the contemporaneous recording of client or case-related information creates a reliable history that can be referred to later, as needed.

This capacity will be maintained by our current Computer Services Manager, Reginald Mabry, a Certified Local Area Network (LAN) Administrator. Mr. Mabry has worked in the field of computer administration for over five years, serving business and legal clients on a variety of computer hardware and software products. Mr. Mabry brings to NDS administrative competency, technical proficiency and experience working on multiple types of organizational design and capacity issues.

The resumes of our Chief of Social Work and Computer Services Manager are provided in Exhibit 2.

4. OTHER THAN PERSONNEL RESOURCES

NDS currently operates two office facilities, a full-service site located in Harlem and an office in lower Manhattan from which our staff meets its court obligations. We will expand upon our fully-furnished Harlem site and the current equipment we maintain there: a state-of-the art computer system maintained on a local area network with 54 work stations; a telecommunications system with voice mail; photocopiers; fax equipment; and postage and mailing equipment. We also maintain a fleet of vans which are used by the legal teams. The vans, while aging, are generally in good repair. We will continue to use our current fleet, with some addition to accommodate our increase in legal teams. We will secure alternative space in lower Manhattan, as our current space cannot be expanded to meet the needs of our increased attorney staff.

C. REFERENCES

We have solicited written letters of reference from judges, adversaries and community leaders who are familiar with the work of our office. Letters from judges and prosecutors are appended as Exhibit 3; letters from elected officials and social service organizations are appended as Exhibit 4.

D. WRITTEN PRACTICE

In a high-volume practice such as indigent criminal defense, it is essential that intelligent judgments be made regarding when it is necessary to present written submissions in support of a particular position. NDS lawyers submit high-quality written work which is specific to the client and case before the Court. (See letter of Hon. Harold Beeler, Acting Justice of the Supreme Court, New York County, provided in Exhibit 3.) The legal staff of the Neighborhood Defender Service will continue to engage in an aggressive written practice, when appropriate, which will include motions challenging the sufficiency of accusatory instruments and deficiencies in grand jury proceedings; submission of memoranda of law in support of motions to suppress at the conclusion of pretrial hearings; pre-pleading and pre-sentencing memoranda; and applications for post-verdict and post-conviction relief.

As required, we have submitted, separately packaged and identified, two pieces of written work:

- (1) a Motion to Dismiss Indictment Due to Preindictment Delay with an accompanying Memorandum of Law (the full name of the defendant is redacted for confidentiality reasons as the case was dismissed and the record sealed); and
- (2) a Memorandum of Law concerning the defendant's right to cross-examine a complainant in a rape case about her psychiatric history, admit her psychiatric records into evidence at trial and cross-examine her about portions of her past sexual history (the full name of the complainant is redacted from the written work for confidentiality reasons).

E. PROPOSED OPERATIONS²

3. SERVICES

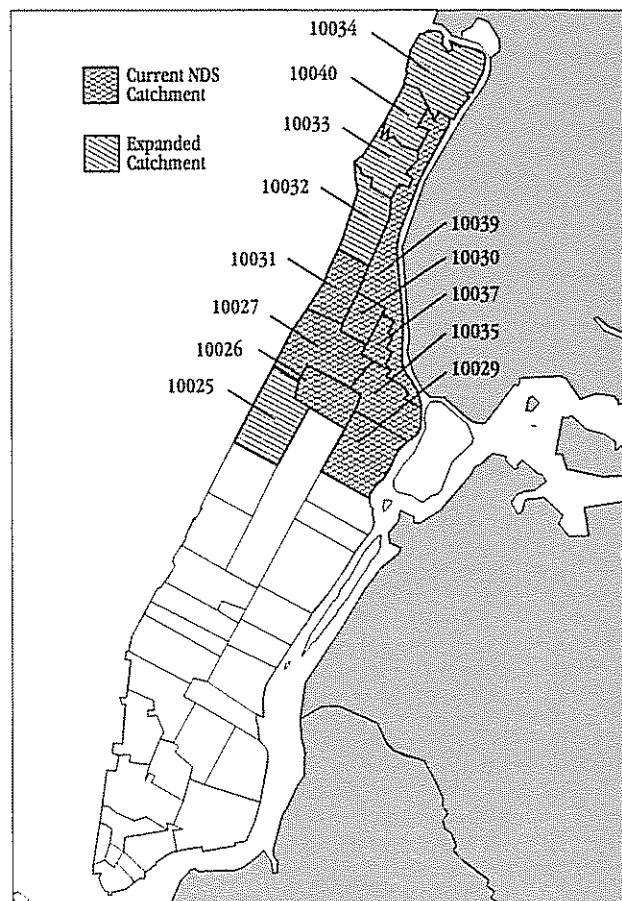
3.1 SCOPE OF REPRESENTATION

1. Number of Cases/Service Area

Neighborhood Defender Service will continue its client-centered model of representation. We propose to handle 12,500 new cases annually while maintaining a neighborhood-based, team method of representation. To do this, NDS will expand its current catchment area to include all of Harlem and Washington Heights.

Continuation of a community-based approach to defense services is consistent with the overall rethinking of service provision that has occurred in all levels of government. The recognition that services targeted to specific communities is a more effective method of service delivery is no less true when the service is indigent defense representation.

As illustrated in the map and chart below, nearly 24% of all individuals arraigned in New York County are residents of our current catchment. With the proposed expansion of our catchment, nearly 30% of all New York County arraignments will involve persons from the communities we will serve. By expanding our catchment as shown, we will make the best possible use of community-based resources in the resolution of our cases.



Proposed Catchment	% of Manhattan Arraignments*
Current NDS Catchment	
10026	2.641%
10027	3.560%
10029	5.227%
10030	2.214%
10031	2.415%
10035	2.551%
10037	.894%
10039	1.436%
Expanded Catchment	
10025	2.666%
10032	2.566%
10033	1.285%
10034	.829%
10040	.894%
Combined Catchments	29.174%

*Based on information provided by the New York City Criminal Justice Agency related to New York County arraignments between December, 1994 and February, 1995.

2. In accordance with the specifications of the RFP, Section V(2), at page 14, the information sought in Sections V(3) through V(7), pages 14 - 18 of the RFP, is set out below following the specific numerical sequence provided.

2. Team Representation

The current NDS team model can successfully be expanded to accommodate a yearly caseload of 12,500 cases. We will operate eight criminal teams, which will consist of the following members: a Senior Attorney/Team Leader, six staff attorneys of varying degrees of experience, three community worker/investigators, one caseworker, and one administrative assistant.

Team leaders will supervise all members of the team and will carry a small caseload of the team's most serious felonies. Staff attorneys with varying degrees of criminal trial level experience will handle the legal needs of the teams' clients. The team leader will designate a primary attorney for each case who will be expected to serve as lead counsel in all matters, make court appearances, and conduct pre-trial hearings, trials and post-conviction hearings. Designations will be based on the complexity of the case and the prior experience of the attorney.

Community worker/investigators will be integral members of the defense team. They will conduct all field investigations, interview witnesses, consult with clients and their families and gather evidence. The team caseworker will be responsible for assessing each client's service needs and creating appropriate treatment plans. Pre-pleading and pre-sentence reports will be written by the caseworker for submission to the court, after review by the primary attorney. The administrative assistant will input information about the team's cases into the Automated Litigation Support System, answer telephone inquiries from clients and their families, insure the accuracy and integrity of the computer data on a regular basis, and assist the team leader in managing the team's schedule and arraignment responsibilities.

Effective collaboration between team members will be accomplished through the use of NDS's custom-designed computer system. Team members will enter all information related to significant activity in a case, thus creating a continuous and up-to-date source of information about ongoing case work. Teams will hold regular meetings, which further insure that all team members are knowledgeable about the important aspects of each client's case.

3. Early Entry and Pre-Arraignment Representation

Through our work over the past five years, we have come to recognize how important the early days of a case are to the ultimate disposition. We will continue to operate mechanisms that allow clients and their families to call us before arraignment and request representation for an indigent Harlem or Washington Heights resident. This process will enable NDS lawyers to provide the court with accurate and meaningful information about both the client and case at the arraignment and, in appropriate cases, arrange for voluntary surrenders of clients being sought by the police.

NDS' Early Investigation Unit will gather important case information, verify roots in the community and consult with clients' families before the arraignment. Any relevant information acquired by the early investigation staff will be relayed to the lawyers staffing arraignments. By maintaining and expanding our early case entry capacity, we will continue to provide to the court at arraignment detailed information about the accused or the criminal accusation. The value of this service is recognized by judges who must make critical release determinations. (See letters of Hon. Charles Solomon, Acting Supreme Court Justice, New York County, and Hon. Rosalyn Richter, Judge of the Criminal Court of the City of New York, provided in Exhibit 3.) See box on page 14 for an illustration of the practice.

LEGAL PRACTICE ILLUSTRATION:

PRETRIAL RELEASE ADVOCACY

The following transcript reports the initial arraignment of a young man charged with rape.* NDS arranged for him to surrender voluntarily to the police, and then made this argument for his release pending trial. The rape charge was ultimately dismissed by the prosecutor.

MR. FRAZIER: People are requesting a full order of protection and bail in the amount of \$7,500. This is a serious rape in the first degree, a B-Felony.

THE COURT: Do you wish to be heard on bail?

MS. WASHINGTON: Yes, your Honor. I understand that this is a very serious charge,...However, there are several compelling reasons to suggest that Mr. B should be released on his own recognizance.

First and perhaps most compelling is the fact that Mr. B voluntarily surrendered himself to the authorities when he was contacted. Last week, a detective from the 20th precinct called Mr. B. Mr. B, he told the detectives that he would cooperate, he would come in.

He was told by a teacher in school he should contact our office. He called our office. He was so scared when the detective called him he didn't remember the precinct and he didn't remember the detective's name. I spent a day trying to track down the detective. I did and scheduled a time for Mr. B to come in.... Together we went to the precinct and cooperated.... This action demonstrates Mr. B's willingness to cooperate. He has faith in the system of justice. He showed he intends to come back to Court. He intends to fight this case through to the end and clear his name.

Additionally, your Honor, Mr. B has the full support of his friends and teacher and his minister. Present in Court today are his minister [from] Mount Zion youth, and his mother and his sister. I realize on the CJA sheet it says that he's qualified, but it does say there were unverified community ties. This is because Mrs. B is deaf and she couldn't hear the phone ringing. His sister, P, is with the Commission for the Blind and Visually Handicapped at the State building on 125th Street. His brother, J, is an interpreter for New York City for the deaf. His minister also assures me that Mr. B has been very active in the youths at church.... Additionally, your Honor, I have an affidavit from which I would like to show you. You can have one as well for the prosecution. This is an affidavit from Mr. B's basketball coach, Mr. S, who's also a lawyer who practices on Long Island....

THE COURT: Based on the fact that the defendant has considerable support here in Court, which would indicate that he would return to Court, and the lack of any prior conviction and specifically without any comment at all on the merits of the case, I'm nevertheless releasing him on his own recognizance.

* All legal practice illustrations in this proposal are drawn from actual cases in which NDS provided representation between 1991 and 1995.

4. Range of Services

Operating primarily from NDS's Harlem based office, with an additional office in close proximity to the New York County court complex, we will provide a full range of criminal defense services in both criminal and supreme court.

We recognize that the RFP does not contemplate the assignment of homicide cases, and we do not propose to receive assignments on homicide cases where our first contact with the case occurs at arraignment. Nevertheless, NDS proposes to provide representation in the small number of homicide cases where our services are sought before arraignment.

Early entry of counsel into these cases is valuable to the court, clients and the administration of justice. NDS has been recognized for the high quality of representation provided its clients in homicide cases. (See letters of Hon. Harold Rothwax, Acting Supreme Court Justice, New York County, and Hon. Edwin

Torres, Supreme Court Justice, New York County, provided in Exhibit 3.) We will continue to employ staff capable of providing representation in these matters.

Consistent with the city's request for proposal, NDS does not intend to include, within the work governed by this contract, juvenile delinquency work in Family Court or capital murder cases. However NDS reserves the right to contract separately with New York State, or other governmental entities, to perform such services with other staff.

a. Continuity of Representation/Subsequent Arrests

An NDS lawyer will be designated as primary counsel as soon as the client is assigned to NDS or a pre-arraignment request for representation is made by the client. It will be the responsibility of the lawyer to make all court appearances on behalf of the client. The team model makes continuity of representation possible even when the primary lawyer is unavailable. When the primary lawyer is unable to appear, another lawyer from the same team with access to all of the information about the client and case will make the appearance and further the legal representation.

In addition, non-lawyer team members continue to work on the case when the primary lawyer is otherwise engaged. This aspect of teaming facilitates the court's concern for moving its cases towards disposition or trial in an expeditious manner and has been recognized as a unique benefit of the NDS model of representation. (See letter of Hon. Edward McLaughlin, Acting Supreme Court Justice, New York County, provided in Exhibit 3.)

If an NDS client is re-arrested while the initial case is pending, the new case will be handled by NDS. The new case will be assigned to the original team and primary lawyer, thereby guaranteeing continuity of representation and efficient information gathering. NDS's computer system will rapidly retrieve information about the client, allowing NDS lawyers to represent the client knowledgeably from the start and move both cases through the criminal justice system to disposition.

b. Grand Jury Representation

Lawyers will use information acquired through early investigation efforts to help inform a client's decision about whether or not to testify in the grand jury. Lawyers will consult with clients concerning their rights to testify before the grand jury and counsel clients regarding this important right.

NDS has, during the past five years, represented many clients in grand jury matters and will continue to provide zealous advocacy in this area. An example of this practice appears in the box on page 16 of this proposal.

NDS will continue to litigate grand jury issues even after indictment. All appropriate motions will be written and filed, including motions to dismiss for violations of the client's right to testify, irregularities in the grand jury process, and misconduct by the prosecutor in the grand jury. Motions requesting that the court inspect the grand jury minutes and dismiss or reduce the charges will be made and, where appropriate, release of the grand jury minutes will be sought to assist NDS counsel in its motion practice and case preparation.

LEGAL PRACTICE ILLUSTRATION:

GRAND JURY REPRESENTATION

A young man called NDS, saying that he thought the police were looking to arrest him for murder.* After a thorough consultation with the caller, NDS undertook his representation and arranged for him to surrender voluntarily to the police. At the same time, NDS community workers began a thorough investigation of the case, revealing that the homicide may have been justifiable.

At the client's arraignment, the judge set bail that the client's family could afford, the case was put over for grand jury action, and NDS informed the court that the client wanted to exercise his right to testify before the grand jury.

In the few weeks that the grand jury had to consider the case, NDS lawyers prepared their client to testify while the team's community workers continued their investigation. The team leader sent letters to the grand jury, through the prosecutor, asking that it take testimony from two witnesses to the killing, and further asking that the grand jurors be instructed on the law of justification.

The grand jury did call the two witnesses offered by NDS and the client himself testified before the grand jury. After considering all of the evidence, the grand jurors declined to indict the young man and all charges were dismissed.

* All legal practice illustrations in this proposal are drawn from actual cases in which NDS provided representation between 1991 and 1995.

c. Plea Negotiations

NDS has been recognized for its creative plea-bargaining and sentencing advocacy on behalf of its clients. (See letter of Hon. Juanita Bing Newton, Administrative Judge, Supreme Court, First Judicial District, provided in Exhibit 3.) Further, our dispositional advocacy has successfully diverted clients away from unnecessary incarceration into appropriate treatment plans. (See letter of A.D.A. Rhonda Ferdinand, Deputy Chief Assistant District Attorney, Office of Special Narcotics, provided in Exhibit 3.) We will continue, where appropriate, to conduct plea negotiations with the prosecutor. Our neighborhood base will enable us to gather extensive information about our clients, their families and school or work history. Community worker/investigators will learn a great deal about the facts of a particular case, giving the lawyers an accurate assessment of the strength of the prosecutor's proof. The information gathered by the team will assist the lawyer in engaging in meaningful plea negotiations with the prosecutor.

d. Trial Advocacy

When cases are not resolved prior to trial, NDS will represent its clients in all pre-trial motions, pre-trial conferences and trials. Written motions will be filed seeking appropriate relief. Suppression hearings will be conducted by the team lawyers. NDS lawyers will submit legal memoranda to the Court whenever appropriate.

Our trial work over the last five years has been extensive and varied. We have conducted misdemeanor bench and jury trials, felony bench and jury trials, juvenile delinquency trials and homicide trials. Our lawyers will continue to co-counsel trial work with other team members. Whenever appropriate, we will use forensic experts, psychological evaluations, diagrams and photographs, videotape, and other expert services to advance the defense of our clients. We will engage in thorough pre-charge conferences, sub-

mitting written requests to charge when necessary, and will make all appropriate motions for trial orders of dismissal.

Motions to set aside a verdict, pursuant to Article 330 of the Criminal Procedure Law, will be made in the appropriate cases and any hearings held in relation to that motion will be conducted by NDS attorneys. An example of such a motion is described in the box below.

LEGAL PRACTICE ILLUSTRATION:
MOTION AFTER VERDICT
<p>Following a guilty verdict in a felony trial, NDS attorneys learned that at least two of the jurors had violated the judge's instructions and re-enacted the incident in their hotel room while deliberations were in recess.* NDS staff interviewed jurors, obtained sworn affidavits, and submitted a written motion to set aside the verdict.</p> <p>The court held a hearing on the motion at which NDS lawyers presented testimony and submitted a written memorandum of law. NDS has since replied to the prosecution's memorandum. The motion was denied, but may be subject to appeal.</p> <p>* All legal practice illustrations in this proposal are drawn from actual cases in which NDS provided representation between 1991 and 1995.</p>

e. Interlocutory Appeals

Interlocutory appeals are nothing new to NDS lawyers and we will continue, where appropriate, to engage in such advocacy. We have taken such appeals in several contexts, the most recent described in the box below.

LEGAL PRACTICE ILLUSTRATION:
INTERLOCUTORY APPEAL
<p>In a recent high-profile case,* the judge at the sentencing hearing refused to sentence the defendant to the sentence that had been agreed during extensive plea negotiations. There were no changed circumstances before the court, and the presentence report did not contain new information prompting the judge's refusal.</p> <p>NDS attorneys persuaded the judge to stay the proceedings while NDS appealed the decision to the Appellate Division through an Article 78 proceeding. The Appellate Division ruled in favor of the defendant, and ordered that the judge impose the sentence originally agreed between the prosecution and defense.</p> <p>* All legal practice illustrations in this proposal are drawn from actual cases in which NDS provided representation between 1991 and 1995.</p>

f. Psychological Evaluations

Effective representation often requires that a client's psychological state be evaluated and tested. The NDS team model will give us the capacity to do such an assessment immediately. The team caseworker, who will be trained in assessing the social service and psychological needs of a client, will perform an initial evaluation of a client and alert the primary lawyer about any relevant findings. Acting with the guidance of the Chief of Social Work, the caseworkers will write reports or, where necessary, engage experts in assisting with the assessment.

When there is a question of competency, and an exam is conducted pursuant to Article 730 of the Criminal Procedure Law, NDS will speak with the psychiatrists before the exam and provide information which might assist in the assessment. When appropriate, the 730 exam will be attended by the lawyer and/or caseworker. If the findings are contested and a hearing is necessary, the team lawyer will conduct it and advocate on behalf of our client.

g. Parole and Probation Violations

NDS will continue to represent clients who are charged with violating the conditions of their probation or parole. We will conduct any parole or probation hearings based on a criminal charge in which NDS is representing the client. Further, NDS will work directly with parole and probation officers in an effort to avoid our client's return to jail for a violation of the conditions of his release. Our team model is well suited for such advocacy. Our caseworkers and community worker/investigators will provide detailed and valuable information about a client's history, problems and resources. We will work with a client's probation or parole officer in facilitating placement of a client in an appropriate treatment facility by assisting them in accurately assessing a client's situation and formulating a treatment plan.

h. Consultation with Clients/Jail Visits

Recognizing that regular and meaningful consultation with the client is essential to effective representation, NDS will have the capacity to consult regularly with both released and incarcerated clients. For clients who are not incarcerated, these consultations will take place at the downtown or the Harlem office. Both sites will have private interview space and lawyers will consult with clients regularly about their cases.

Likewise, clients who are incarcerated can expect regular consultations with their lawyers. NDS will maintain a complement of vans which can be used by team members for such a visit. The close proximity of Rikers Island to our Harlem office will permit staff to visit incarcerated clients regularly. Even when the primary lawyer is unavailable for a consultation, the teams' community worker/investigators and caseworkers will meet frequently with clients to further investigative and social service work.

i. Consultation with Family Members

NDS will meet with family members, as requested by the client. For residents of Harlem and Washington Heights, our location in the community will be an enormous advantage.

Our office and staff will be easily accessible because of physical proximity. Our team structure guarantees that a team member will be available for a consultation when requested. Our Harlem office space is designed to insure that consultations with family members are private and confidential. Likewise, we will set aside suitable space in our downtown office for consultations.

j. Provision of Court Papers

Clients who request copies of their court papers and motions will be provided with them in a timely manner. Both our Harlem office and downtown site will have suitable duplicating capability.

3.2 APPELLATE REPRESENTATION

We do not propose to provide appellate representation. As such, the requirements applicable to appellate services do not apply to this proposal.

3.3 RICHMOND COUNTY

We do not propose to provide services in Richmond County. The special requirements of service provision in that County therefore do not apply to this proposal.

3.4 ARRAIGNMENT COVERAGE AND ATTORNEY WORKLOAD

1. Case Intake and Arraignment Coverage

We will staff sufficient arraignment shifts to commence representation in 12,500 cases in New York County over a twelve month period. Our proposed case intake design continues two critical components of the NDS model — representation of residents of discrete communities and early case entry capacity. The arraignment coverage proposed below allows NDS to provide on a larger scale the benefits of both of these critical components.

Proposed Catchment	% of Manhattan Arraignments*	Estimated Annual Arraignments
10025	2.666%	2202
10026	2.641%	2181
10027	3.560%	2940
10029	5.227%	4317
10030	2.214%	1829
10031	2.415%	1995
10032	2.566%	2119
10033	1.285%	1061
10034	.829%	685
10035	2.551%	2107
10037	.894%	738
10039	1.436%	1186
10040	.894%	738
Total	29.174%	24100

*Based on information provided by the New York City Criminal Justice Agency related to New York County arraignments between December, 1994 and February, 1995

Available data show that NDS can handle 12,500 arraignments from within an expanded neighborhood catchment. The data provided in Appendix D of the RFP related to arraignment activity indicate that in New York County in 1995, on average 6,883 indigent defendants were arraigned each month, or approximately 82,600 annually. Data compiled by C.J.A. indicate that approximately 30% of all individuals arraigned in Manhattan live in Harlem or Washington Heights. If these figures remain steady or grow, there will be in excess of 20,000 defendants from our proposed expanded catchment arraigned in New York County in a twelve month period. At those levels, we can fulfill our obligation to intake 12,500 cases and at the same time continue to provide to the city the benefit of our neighborhood-based service. See chart at left.

Each week, NDS will assign one attorney to each arraignment shift in New York County Criminal Court, excluding the "Lobster Shift" (1-9 a.m.). Monday through Friday, the attorneys staffing courtrooms in which primarily misdemeanor cases are handled would be expected to handle 12 misdemeanor arraignments in any given shift. An attorney staffing a courtroom in which primarily felony cases are handed would be expected to handle 8 felony arraignments. On Saturdays and Sundays we would take assignments only in misdemeanor cases and in felony cases in which we have provided pre-arraignment representation.

Time Slots	Sun	Mon	Tue	Wed	Thur	Fri	Sat
9am-5pm	10*	8 fels	8 fels	8 fels	8 fels	8 fels	10*
9am-5pm		12 misd	12 misd	12 misd	12 misd	12 misd	
5pm-1am	10*	8 fels	8 fels	8 fels	8 fels	8 fels	10*
5pm-1am		12 misd	12 misd	12 misd	12 misd	12 misd	
1am-9am			**	**	**	**	**

* On weekends, the ten cases would be misdemeanors with the exception that we would take assignment of felonies in which NDS had provided pre-arraignment representation.

** NDS would not staff the Lobster Shift, but would appear for arraignments in those shifts for any case in which it had provided pre-arraignment representation.

This coverage scheme will build upon the benefits of our pre-arraignment capacity by providing an NDS attorney to handle the arraignment in any case in which we have provided pre-arraignment representation. The small size of our current staff has made it difficult to sustain this capacity because our ability to appear at all arraignments in which our services had been requested has been limited. Henceforth, in the few instances in which a case in which we have provided pre-arraignment representation is ready for arraignment during the Lobster Shift, NDS will provide an attorney to appear in those arraignments as well.

Under this case assignment plan, NDS will intake 240 cases per week, or 12,514 in a 365-day year. In the first year, we assume that the provision set forth in Addendum No. 3, "Case Reassignment," giving intake credit to a new contractor taking over cases of a current provider, will also apply to the caseload we are carrying at the beginning of any contract awarded pursuant to this RFP. Because we will have an active caseload of at least 550 cases, we propose to begin full arraignment court coverage on July 15, 1996, the third week into the contract. As required, NDS will provide specific data about its case intake to the Coordinator of Criminal Justice on a quarterly basis so that any necessary adjustments can be made.

NDS will deploy a paralegal in each arraignment shift we staff, whose responsibilities will include promptly entering case intake information and facilitating communication between NDS Early Investigation Unit staff and attorneys assigned to the arraignment parts. This NDS staff member may also assist in identifying defendants who are residents of the NDS catchment and whose cases should be assigned to NDS.

2. Attorney Workload

The proposed case intake design will result in a weekly intake of approximately 80 felony and 160 misdemeanor cases. This case intake ratio of 33% felony cases and 67% misdemeanor cases is consistent with

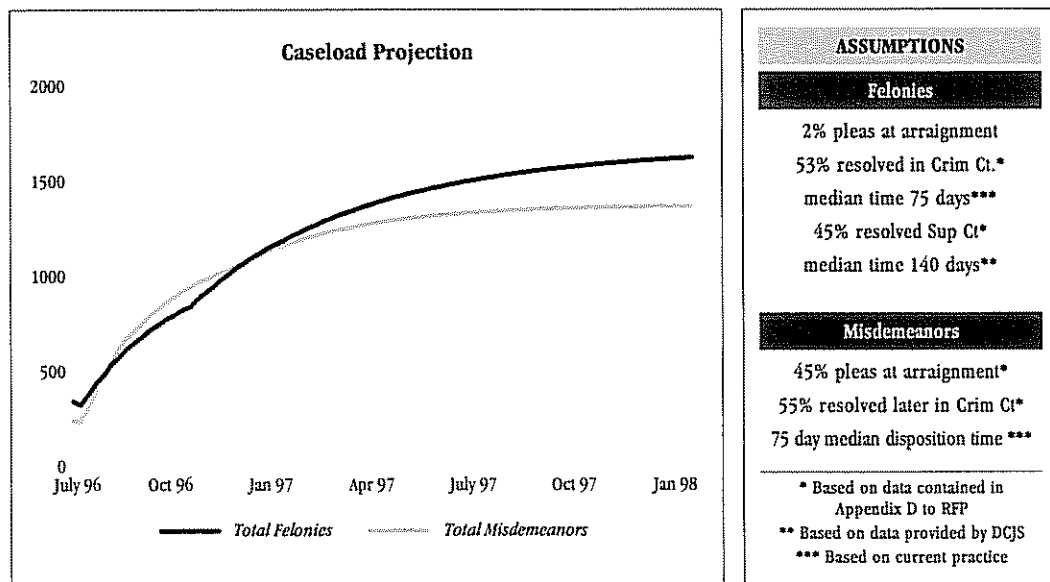
the percentage of felonies and misdemeanors that are reported in the documentation provided in the RFP. In order to determine the continuing workload that will result from this level of weekly intake, we have reviewed available data related to the disposition times of criminal cases and projected the growth of our caseload over time.

For felony cases, we have reviewed the data provided in Appendix D to the RFP related to case dispositions in criminal court and data compiled by the Division of Criminal Justice Services (DCJS) related to dispositions of felony cases in Supreme Court. The data provided in Appendix D indicate that 55% of felony filings are resolved in criminal court. We have been unable to obtain official data regarding disposition time of these felony cases so we have assumed, based on our experience, that the median disposition time in such cases is 75 days.

Regarding the 45% of felony filings that result in indictment, DCJS reports that the median time to disposition of those cases in Supreme Court is 110 days. Division of Criminal Justice Services, 1994 Annual Report, p. 162. Because the period of time between Criminal Court arraignment and Supreme Court arraignment on an indictment is nearly four weeks, we have assumed a total median disposition time of 140 days for those felonies that result in indictment.

For misdemeanor cases, the information provided in the RFP related to case dispositions suggests that approximately 45% of misdemeanor or other low-level cases will be disposed at arraignment. Of the remainder, we have estimated the median time to deposition to be 75 days, based on our experience.

When this disposition analysis is applied to our planned level of case intake, we project that by the end of one month of new intake we will have a caseload of approximately 800 new cases. As depicted in the graph below, our caseload will grow rapidly over a nine-month period, and then grow more gradually over the next year.



Eighteen months after beginning the proposed level of intake, our caseload growth will level off at an active caseload of approximately 2,900 cases. Of that number, less than half would be misdemeanors, and nearly a third would be indicted felonies.

To handle this caseload NDS will require 48 staff attorneys, each carrying between 50 and 70 cases at one time. Consistent with caseload standards promulgated by the National Legal Aid and Defender Association

and the American Bar Association, we would limit lawyers handling felony cases to a maximum of 30 indicted felonies, while lawyers handling only misdemeanors would be limited to 70 cases.

3.5 ANCILLARY SERVICES

Much of what is generally considered ancillary services is part of the core defense representation provided by NDS. We will routinely provide services prior to formal assignment of counsel by the court. Using our network of community providers, we will refer clients for job placement assistance and a broad range of social service needs. We will provide aftercare services to clients whose criminal cases have been closed in order to increase their successful completion of probation. In addition, NDS staff will maintain relationships with community organizations, schools and youth service providers to share in their efforts toward preventing involvement of youth in the criminal justice system.

3.6 APPELLATE CASE PROCESSING

We do not propose to provide appellate representation.

3.7 JURISDICTION OF PROPOSED SERVICES

We propose to provide trial-level services in New York County only. If the city does not make an award in the Bronx pursuant to this RFP, and if this proposal results in a contract award to NDS in New York County, NDS would agree to represent in the Bronx clients whom we already represent in New York County.

3.8 BILINGUAL STAFF

The Neighborhood Defender Service will maintain sufficient bilingual staffing capabilities to meet all our client needs. Our recruitment efforts are specifically targeted to ensuring that we maintain an adequate level of bilingual staff. Currently, one-third of our attorney staff and one-third of our entire direct services staff are bilingual. To the extent that recruitment of bilingual staff is impeded by screening criteria applied by the First Department Advisory Committee, NDS will expect the city to assist in the modification of those criteria so that they assure quality representation without unduly eliminating bilingual attorneys from employment at NDS.

3.9 DISPOSITION ADVOCACY

NDS has done some of its most innovative work in the sentencing area. (See letter of Hon. Michael Corriero, Judge of the Court of Claims of the State of New York, provided in Exhibit 3.) We will continue to demand a high level of excellence in sentencing advocacy.

The team caseworker will be responsible for assessing the client's social service or psychological needs. Through interviews with the client and others, historical document gathering and independent investigation, the caseworker will assist the team in devising a disposition plan, where appropriate.

Pre-pleading reports and/or pre-sentence reports will be written by the team caseworker, for review by the primary attorney. Written pre-sentence reports will be filed in most cases where a trial was conducted. Further, we may gather letters from clients' families, friends, employers and neighbors; create sentencing videotapes to assist the court in determining an appropriate sentence; and conduct social service intervention to divert the client from jail to appropriate treatment. NDS's Chief of Social Work will be available for consultation with the caseworkers, and regular meetings will be held with the caseworkers, the Chief of Social Work and the Deputy Director.

3.10 INVESTIGATIVE SERVICES

Community worker/investigators conduct all field investigations relating to a particular case.

Working along with the other members of the defense team, investigators are expected to gather information and assist the lawyers in preparing the defense for each client. Community workers take witness statements, photograph crime scenes, meet with potential defense witnesses, create diagrams and court exhibits for trial, execute releases for medical, school or psychological records and assist in the gathering of documentary information which might prove helpful to the client and her defense. They will be trained by NDS's Chief of Investigations and will be expected to be fully familiar with the investigative protocols set forth in the written Investigative Manual that will be distributed to all community worker/investigators.

3.11 EXPERT SERVICES

Whenever necessary, NDS will retain experts to assist in the preparation and trial of cases. Over the years, NDS has established relationships with experts in a variety of fields with whom we will continue to consult. Psychologists and psychiatrists will be retained to do evaluations of clients for dispositional work as well as for trial strategies. A variety of forensic experts will be used to assist us in evaluating crime scenes, ballistics and blood evidence. Where appropriate, we will retain experts to perform DNA testing. We will use the expert services of doctors, nurses and medical examiners to assist us in evaluating medical records, autopsy reports and physical injuries. Cartographers and photographers will be retained in appropriate cases to assist juries in visualizing physical scenes.

A precise prediction of the number of experts we will use is impossible. But our experience since 1991 shows that the total cost of these services is relatively stable from year to year. With the advances in forensic science, however, there is always the possibility that a particular case will demand expert resources far beyond those available. In the event that NDS is assigned to provide representation in a case that presents such extraordinary costs, first we will seek the permission of the city to provide those costs internally through a reallocation of funds, if available; second, if we are not able to fund the cost internally, we will request additional funding from the city or the court; finally, if no funds are available for necessary experts, we will request to be relieved from the case due to our inability to provide effective assistance of counsel.

4. FULFILLMENT OF PROGRAM REQUIREMENTS

4.1 ATTORNEY EXPERIENCE

NDS will employ a staff of attorneys who are either felony-certified by the First Department 18B Panel or who satisfy the standards set by the Indigent Defense Organization Oversight Committee for the Appellate Division, First Department, pursuant to rules promulgated by that body as prescribed in 22 N.Y.C.R.R. 613 et seq. As provided in Addendum #3 to the RFP, the resumes of the NDS Director, Deputy Director and six current Senior Attorneys are provided in Exhibit 1. As their resumes indicate, they all have practiced in the area of indigent criminal defense for over five years. Completed Appendix F information for these attorneys is provided in a separately-labeled packet.

Within fifteen days from the time NDS is notified that it has been selected to negotiate a contract, it will submit documentation for all additional attorneys whom it intends to employ at that time. NDS will hire attorneys whose names and documentation have been submitted unless those attorneys have been rejected, for cause, by the First Department Advisory Committee, within two weeks of submission. NDS reserves the right to appeal any rejection of a proffered attorney to the Presiding Justice, to the city or to any other appropriate authority.

In the event that recruitment of women and minority attorneys is impeded by screening criteria applied by the First Department Advisory Committee, NDS will expect the city to assist in the modification of those criteria so that they assure quality representation without having a discriminatory impact. If NDS is unable to maintain a full staff of its choosing as a result of the screening criteria applied by the Advisory Panel, it reserves the right to renegotiate its case intake obligations or, in the event of no mutual agreement, to cancel the contract.

4.2 STAFF SUPERVISION

1. Staff Attorneys

Primary supervisory responsibility for legal staff rests with the team Senior Attorney. The team Senior Attorney will have at least five years of criminal defense experience. Senior Attorneys will be required to conduct monthly case reviews with each of the six attorneys on the team, and to identify and bring to the attention of the Deputy Director any areas where a deficiency exists. Attorneys will be subject to formal evaluations six months after their date of hire and again at their first year anniversary, and once a year thereafter.

The Deputy Director will have agency-wide responsibility for legal staff development and legal practice issues. This oversight will be accomplished through weekly meetings with senior legal staff, and monthly meetings with staff attorneys. The Deputy Director will formally evaluate the performance of all senior legal staff on an annual basis.

2. Non-Attorney Team Staff

Consistent with our concept of team representation, the team Senior Attorney will have primary supervisory responsibility for the team community worker/investigators, caseworkers and administrative assistants. As with their supervision of staff attorneys, Senior Attorneys will conduct monthly case reviews with the team's three investigators and its caseworker. In addition, the Deputy Director will chair monthly meetings of the team caseworkers and the Chief of Social Work, and of the team investigators and Chief of Investigation, at which service delivery and staff development issues will be discussed. The Senior Attorneys will formally evaluate the team investigators and caseworkers twice during their first year of employment and annually thereafter.

The team administrative assistants will likewise report directly to the team Senior Attorney. Because of their significant data entry responsibilities, team administrative assistants will also participate in monthly meetings with the Deputy Director and Computer Services staff to ensure they remain abreast of new developments in the case management system. They, too, will be evaluated twice during their first year of employment and annually thereafter.

Copies of evaluations forms for legal staff currently in use at NDS are provided in Exhibit 5.

4.3 ALLOCATION OF TIME

Any staff hired pursuant to this contract will provide at least 80% of their time to work described in Section 3, Services, above.

4.4 OFFICE HOURS; PHONE COVERAGE

NDS will continue to operate out of its Harlem-based office, and will also operate an office in lower Manhattan near the court complex that will serve as the site from which all its attorneys meet their court-

related responsibilities. The lower Manhattan office will be open from 9:00 a.m. to 5:00 p.m. and will be overseen by an office manager and staffed by a full-time receptionist. The receptionist will have continuous access to NDS lawyers through use of our office-wide pager system. This system will insure that lawyers can be reached on their pagers within minutes, and can respond rapidly to any courthouse responsibilities.

The main office in Harlem will be open from 8:00 a.m. to 6:00 p.m. NDS staff will continue to be available to respond to early requests for service 24 hours a day, 7 days a week. From 6:00 p.m. to 8:00 a.m. Monday through Friday and on weekends and holidays, we will continue to enlist the use of an answering service that will refer all emergency calls to legal staff on call for that purpose.

4.5 LIBRARY FACILITIES

NDS will maintain its current comprehensive law library. The library will contain a full set of Official New York Reporters, the New York Supplement, Federal Reporter, Federal Supplement and the Supreme Court Reporter as well as the New York Law Journal. In addition, the library will maintain an up-to-date, full set of McKinney's Consolidated Laws of New York, the New York City Charter and Administrative Code, New York State Code of Rules and Regulations, United States Codes Annotated and West's New York State and Federal Digests. This research capability will be complemented by treatises on search and seizure, evidence, forensic evidence, expert witnesses, specific categories of crimes, trial practice skills and jury work. The NDS library will be enhanced by computer research capabilities, including Lexis/Nexis and Shepards on CD-Rom, which will allow staff to perform electronic research on book data at a savings of time, space and cost.

NDS will maintain a full library for New York State case research at its downtown office. This will be made possible by the availability of all computer research functions and maintenance of McKinney's and the New York Supplement at NDS's courthouse site.

We will employ a Director of Information to manage these legal research capabilities as well as to maintain our growing library of written and videotaped training materials, and transcripts of prior hearings and trials.

4.6 TRAINING / CLE

NDS will provide training to attorneys through in-house and outside programs. We will provide training to newly hired attorneys to orient them to our particular model of neighborhood-based, team defense representation, as well as to ensure adequate knowledge of New York State practice and procedure.

To this end, we will continue to conduct, with appropriate modification, our current training program for new hires. This program will include sessions in arraignments and bail advocacy, plea-bargaining, sentencing advocacy, social service intervention, speedy trial, suppression issues, motion practice, client interviewing, and pre-arraignment representation. The substantive sessions will be conducted by members of the defense bar, local law school faculty and staff lawyers from NDS. Written materials, developed and written by members of NDS, national trainers and other sources, will be distributed to all new hires to enhance the substantive training sessions they attend. The training will also include a complete trial simulation.

We will provide specific training to less experienced attorneys to further their ability to handle a serious felony caseload.

The training and development of investigators, caseworkers and administrative assistants will be coordinated by the Chief of Investigations and Chief of Social Work respectively. The training in each area will combine in-house training with participation in programs sponsored by other criminal justice agencies

and professional organizations. The Deputy Director will oversee training of this staff .

Continuing legal education for our lawyers will be accomplished through a combination of regular in-house training and participation in programs sponsored by local and national defender agencies. Selected attorney staff will attend the trial skills course given by the New York State Defenders Association and training programs conducted by the National Criminal Defense College. Lawyers will also be encouraged to take advantage of low-cost, local training opportunities such as those sponsored by the New York State Association of Criminal Defense Lawyers on such topics as cross-examining police officers, homicide practice, handling the expert witness and recent developments in the criminal law.

The Deputy Director will oversee the regular distribution of case digests and other written materials designed to keep attorneys abreast of the current state of the law, and will coordinate weekly legal practice sessions which all staff will be expected to attend. These weekly "legal practice seminars" will consist of lectures on substantive areas of law, presentations by a legal team of a case on which they are working which presents particular legal issues, or trial skills exercises.

5. REPORTING AND EVALUATION

5.1 FISCAL REPORTS

NDS has in place a sound management control system which will readily allow us to manage new or expanded programs as well as additional funding. Its books of account are maintained and managed on a fully automated, custom-designed system that is managed by the Vera Institute of Justice.

Our financial management system gives us the ability to submit monthly fiscal cost reports in accordance with a contract on a line-item basis both for a current period as well as on a cumulative basis. NDS will also prepare and submit a monthly report that includes the actual number of staff, by category, on the NDS payroll at the beginning of the month and any changes occurring during the month.

In the near future, a fund accounting software solution will be identified for the Neighborhood Defender Service. The solution that is selected will provide an integrated, on-line, expandable accounting and reporting environment that will accommodate its books of account. The accounting software will provide up-to-date financial accounting data that will provide senior management with information useful for overall planning and decision-making.

5.2 PROGRAMMATIC REPORTS

The Neighborhood Defender Service has developed an automated litigation support system. NDS uses a DOS-based relational database program called Advanced Revelation to manage our client data, our case data, and our legal, investigative and social services work. The application is designed to record information at all critical stages of our practice: case intake, including client conflict checking; scheduling court appearances and reporting on those appearances; documenting contacts with clients, families and witnesses; logging investigative activity; and documenting case dispositions.

The Neighborhood Defender Service will use its current computer application to maintain internal data that would be required in the quarterly reports specified in the RFP. The current NDS system has over 30 data entry windows and 50 reports and statistical programs. Much of the data required in the quarterly reports is already reported on by the NDS system in some way or form, e.g., case intake statistics; cases pending in criminal and supreme courts; disposition data; attorney caseloads; cases not accepted or in which we were relieved; trials in criminal and supreme courts. We will modify these current reports to

meet our reporting obligations. Will also make further adjustment to the current computer application to create whatever additional reports that are needed.

5.3 MAINTENANCE OF INTERNAL DATA

We have built into the system several important features to insure the quality of our data. Our computer system will be maintained by a full-time LAN Administrator who will serve as the Department's manager and whose responsibilities will include maintenance of physical equipment, communication, workstation connectivity, data storage and back-up, software, and relationships with contractors. A Computer Programmer will maintain the current functionality of the database and add new program features and reports. A Data Analyst will work with the computer staff, management and team staff to ensure that data are entered correctly and timely and that the report information is accurate. The office also plans to create a volunteer computer intern position for qualified technical personnel from local universities who are interested in the legal profession.

In addition to planning and programming the computer environment, safeguarding the system through tape backups, and assisting in training of system users, the computer staff will write programs to help staff input accurate information. There are currently many types of these reports. Some of them find blank fields in which there should be data entered; some find data that have been incorrectly entered or not changed. The Data Analyst will work with staff to design additional diagnostics tools, and will also design reports that will gather information about and monitor trends in particular practices for efficiency analysis. She will also assist in the production of any required reports.

5.4 MANAGEMENT INFORMATION SYSTEM

We manage financial, personnel and programmatic information in an integrated computer environment. NDS operates a 250 user Novel Netware LAN operating system with 50 plus computer workstations, which is expandable into a 250 workstation environment. The LAN environment also contains communication connections to the Office of Court Administration, Department of Motor Vehicles, Lexis/Nexis information services and the Internet. The environment is also host to several CD-ROM library services such as, Shepards, and the Federal Practice Library. At the heart of the Local Area Network is a litigation program, custom-written in Advanced Revelation, that serves our legal and administrative clients.

In addition to our legal clients, the environment services financial, administrative and management personnel with accounting software, spreadsheets software, word-processing software, graphing software, personnel software and timesheet software. The environment that we currently own is expandable to include the very best of today's business programs and machinery.

This structure gives us the capability to produce a wide range of reports that are used internally for the coordination and control of activities, and externally to provide a high degree of accountability to funders.

6. PLAN OF TASKS

The following work plan will allow the Neighborhood Defender Service to begin service under a new contract as of July 1, 1996 and meet its intake goal of 12,500 cases in the first year. The plan is based on our projection that NDS will reach a caseload requiring full staff (2,500 to 3,000 open cases) in March 1997. The plan further assumes that a contract is signed by February 1, 1996, and registered timely.

1. STAFF RECRUITMENT

NDS will commence recruitment immediately upon signing a contract. Recruitment for all staff will be accomplished through the placement of classified advertisements and listing of job postings with appropriate professional organizations, schools, service agencies and community organizations. Full staffing will be achieved by January 1, 1997.

	ADVERTISING BEGINS	INTERVIEWING	OFFERS BY/ ON STAFF
Team Staff	February 1	April 15, 1996 through Sept. 15, 1996	May 15/July 1, 1996 June 15, 1996/Oct. 1, 1996 Nov 15, 1996/Jan. 1, 1997
Administrative Staff	March 1	April 15, 1996 through June 30, 1996	May 15/ July 1, 1996 Aug. 15/Oct. 1, 1996
Ancillary Services	March 1	April 15, 1996 through June 15, 1996	May 15/ July 1, 1996 Aug. 15/Oct. 1, 1996

2. FACILITIES

NDS currently occupies 17,000 square feet of space at its Harlem site. The lease for that space can be extended through the year 2000. We have advised the landlord at our Harlem site about our possible need for additional space at that location.

We also maintain space in lower Manhattan from which attorneys meet their court responsibilities. That space, however, is inadequate to accommodate the increase in staff we expect by July 1, 1996. Also, our lease for that space will end on July 30, 1996 (although it can be extended on a month-to-month basis). We will seek to secure appropriate alternative space in close proximity to the New York County court complex by July, 1 1996. We would like to discuss the possibility of advanced funding to allow for space acquisition in sufficient time for renovating and equipping a lower Manhattan site for use by July 1, 1996.

	NEGOTIATE LEASE	ENGAGE ARCHITECT CONTRACTORS	COMPLETE RENOVATIONS	OCCUPY SPACE
Lower Manhattan	May 15, 1996	June 15, 1996	August 1, 1996	August 15, 1996
Harlem Addition	June 15, 1995	June 15, 1996	July 15, 1996	July 15, 1996

3. TRAINING

We will conduct training in July 1996, October 1996 and January 1997 to coincide with hiring new team and ancillary services staff. Some of the training will be designed so that it is relevant to all new staff, such as team representation, use of the case management system, structure and working of the criminal justice system. We will also provide specific training for each job category, to more specifically prepare them for their job responsibilities. The Deputy Director and Assistant Director for Administration will develop the training in coordination with other appropriate management, administrative or ancillary services staff.

Training schedule

July 1 - Begin one week of general staff training

July 8 - Begin two weeks of specialized training (substantive law training; advanced computer training; interviewing and client assessment; street investigation)

July 8 - Begin two weeks of fiscal, administrative and human resources training

The above training program will be repeated in October 1996 and January 1997, as additional staff are brought on.

7. PROGRAM SITE

7.1 EXPANSION OF A CITY FACILITY

This proposal does not contemplate the establishment, relocation or significant expansion of a "City Facility."

7.2 TOTAL SPACE NEEDS

We will need 27,000 square feet of space for our main facility, and 5,000 square feet of office space for our lower Manhattan site.

7.3 CURRENT FACILITY AND ADDITIONAL SPACE PLANS

The Neighborhood Defender Service, Inc. maintains an office on the second floor and mezzanine at 55 West 125th Street in the borough of Manhattan. NDS recently signed a five-year lease agreement for continued occupancy of this space.

The combined floor space of 17,000 square feet provides adequate office space for its present staff of 50. Every staff person is assigned an individual workstation, while senior staff and Senior Attorneys are assigned individual offices. We will need an additional 10,000 square feet of office space to accommodate additional staff.

Three large common spaces—presently used as a main conference room, a moot courtroom and a kitchen/lunchroom—would be reconfigured in order to accommodate some additions to staff. Additional space in our current location is being pursued as well. A library and archive facilities, which are located in the mezzanine area, would be maintained.

The office has a state-of-the art computer system that consists of a local area network system with 50 plus workstations. The office contains state of the art equipment that includes a telecommunication system with voice mail, photocopiers, fax equipment, and postage and mailing equipment.

NDS also maintains additional office space located at 377 Broadway where attorneys work, conference and meet clients before and after court appearances. NDS would vacate this space and seek larger space near the New York County court complex suitable for additional staff to meet its court obligations. Potential sites for additional office space have been identified and discussions have begun with appropriate entities in this regard. NDS would be in a position to enter into a lease agreement within a time frame consistent with the award of the contract.

Serious inquires are being made to obtain City-owned office space free of charge and donations of office furniture and equipment to augment the inventory.

F. BUDGET PROPOSAL

As required by Section 4(B)(4) of the RFP, at page 11, we provide separately a Budget/Cost Proposal, immediately following this Technical Proposal. In that section, we provide, in line-item format, all costs of the proposal, and discuss in narrative detail the specific cost items which make up our offering price. The budget format included in Appendix B of the RFP is used.

G. MISCELLANEOUS

Leonard Noisette, Director of NDS, (212) 876-5500, is authorized to act on behalf of the organization.

H. STATEMENT OF NO WITHDRAWAL

This proposal will not be withdrawn before the expiration of 120 days after written notice to the Agency contact.

II. STATEMENTS OF QUALIFICATIONS

1. HISTORY AND PURPOSE

The Vera Institute of Justice created the Neighborhood Defender Service (NDS) in the spring of 1990 to demonstrate and test an alternative model of indigent criminal defense provision. The goal of the model was to demonstrate that a neighborhood-based defender office could provide a higher quality service to clients, and that doing so would benefit the wider interests of government as well. NDS has been in full operation since December of 1990.

The Neighborhood Defender Service, Inc. is an independent, not-for-profit corporation (proof of IRS 501 (c)(3) status is provided separately, as required).

As a project of the Vera Institute, NDS presently has only a small, five-member Board of Trustees. NDS was planned as a five-year demonstration project, and current plans anticipate that it will sever its relationship with Vera and operate as an independent agency starting in July 1996. We are presently expanding the board to govern the corporation after its formal separation from the Vera Institute. We have provided in Section V of the Technical Proposal a list of our current Board of Trustees as well as a list of Trustees who have been elected effective July 1, 1996 and who will govern the organization's operation under any contract awarded in response to this proposal.

2. EXPERIENCE AND CAPACITY

As of October 1995, NDS had represented more than 5,000 clients in over 6,000 criminal matters. While this representation had occurred primarily in the Criminal and Supreme Courts of New York County, NDS staff has also provided representation in Bronx County Criminal and Supreme Courts and in New York and Bronx County Family Court as well.

During its five years of operation, NDS has also engaged in a number of innovative efforts from which we have learned valuable lessons.

We have been assigned to cases in a number of non-traditional ways — at local booking precincts and in the New York County courthouse basement pens. As a result, our understanding of the arrest-to-arraignment process is much broader than that of an organization simply taking assignments shortly before a client's initial court appearance.

Likewise, our representation of Harlem residents in many different forums has taught us lessons about the efficiency gained from one office representing a client in different courthouses in which he may have matters pending. Our client-centered approach to service has given us a more complete understanding of the range of our clients' problems and of the community resources available to address them. Our broader knowledge of our clients, their families and their community has led to our development of a comprehensive approach to disposition advocacy as well.

We have engaged in a robust written practice in this area in the form of pre-pleading or pre-sentencing memoranda. We have also undertaken more novel work. We have prepared videotaped presentations, filmed in our client's neighborhoods, which feature interviews with family members and friends and give the court a more full understanding of who the client is and where he comes from. Similarly, we have been successful in enlisting widespread community support for a particular outcome through letters of support

and encouraging attendance at sentencing proceedings.

Last, as with the implementation of any experimental model, we have had to engage in regular evaluation and refinement of our operational design. We have made adjustments big and small as we learned what aspects of our design work well in the system as a whole, and what aspects do not. NDS is particularly well-suited to play a role in the city's efforts to modify its current service delivery model.

C. STAFFING

SENIOR MANAGEMENT

Responsibility for management of daily operations rests with the NDS Director, **Leonard Noisette**. Mr. Noisette has served in a management capacity for the last seven years of his career. He was a Senior Supervising Attorney with the Criminal Appeals Bureau of the New York City Legal Aid Society and then a Senior Attorney with the Neighborhood Defender Service. Mr. Noisette was NDS Deputy Director before assuming his role as Director. Mr. Noisette is a frequent trainer for the National Legal Aid and Defender Association's Management Training Program. He has been a defender for over eleven years, with substantial experience on both the trial and appellate level.

Robin Steinberg, the NDS Deputy Director, is responsible for the daily oversight of the legal practice. Ms. Steinberg was one of the original Senior Attorneys at NDS, and played an instrumental role in the start-up of the program. Prior to her current position, she ran NDS's first training team and designed the in-house program which we currently provide for entry-level attorneys. Ms. Steinberg brings over thirteen years of criminal defense experience to her current position. She has been a staff attorney in the trial divisions of both the Legal Aid Society of New York City and Nassau County Legal Aid.

Cecilia Jaramillo, the NDS Assistant Director for Administration, assists the Project Director in fiscal and administrative matters. Ms. Jaramillo has fifteen years of experience in non-profit financial management. Prior to her present position, she provided consulting services in grant management to the Commonwealth Fund. She has also served as Foundation Administrator for the World Foundation for Girl Guides and Girl Scouts and as Executive Manager for the International Center for Research on Women. Ms. Jaramillo received an M.S. in Non-Profit Management from the New School for Social Research.

The resumes of Mr. Noisette and Ms. Steinberg have been provided in Exhibit 1. Ms. Jaramillo's resume is provided in Exhibit 2.

DIRECT SERVICES

The direct services staff is organized into teams. We presently operate five criminal teams. Each of these teams is managed by a senior attorney/team leader, and consists of staff attorneys, paralegal investigative and social service support, an administrative assistant, and college and/or law student interns. Our single civil team, which provides representation in civil matters related to a client's criminal case, consists of a senior attorney/team leader, one staff attorney, an administrative assistant, and a social service paralegal.

The senior attorneys are all experienced lawyers who, in addition to their management and supervision obligations, serve as the senior litigators on their teams responsible for representation in serious felony matters. As their resumes reflect (provided in Exhibit 1), they have each practiced in the indigent defense

field for a number of years. Many of our current team staff attorneys have significant experience in criminal defense as well. The team investigators and caseworkers who are, respectively, responsible for field investigations and social service support bring to NDS a variety of relevant experiences. NDS provides for this staff comprehensive in-house training combined with participation in programs sponsored by other criminal justice agencies.

The direct representation of the teams is supported by our Chief of Social Work, who assists the teams in their social service intervention and disposition advocacy. NDS has also designed a sophisticated Automated Litigation Support System that is instrumental to the collaborative work of the teams. Each team member has a personal computer on her desk, which allows entry of information related to all significant activity on a case.

This capacity is maintained by our Computer Services Manager, a Local Area Network (LAN) Administrator responsible for the overall maintenance of our system.

Ms. Plaza's and Mr. Mabry's resumes are provided in Exhibit 2.

3. PROGRAM AND FISCAL MANAGEMENT CAPACITY

The NDS Director monitors the continued evaluation and modification of the key components of the program and is responsible for the expansion and development of new programs. He most recently directed a modification of the NDS team model to enhance the quality of social service intervention and the introduction of job placement services for our clients.

Additionally, the Director is responsible for managing and maintaining project funding. The Director oversees the operation of the agency through weekly meetings with the other members of the senior management staff.

The NDS's Deputy Director is responsible for overseeing the legal practice, investigative and social service provision, and training and development of the legal staff. She directly supervises the Senior Attorneys/Team Leaders, who are responsible for the legal work provided by their units. She regularly meets with the team leader group and the Chief of Social Work to monitor service delivery issues.

Presently, the Vera Institute of Justice, through a management agreement, provides financial management and accounting services to NDS to augment the financial and administrative services that are performed on site. The NDS Assistant Director for Administration has primary responsibility for fiscal and administrative services and has supervisory responsibility of an office manager, a fiscal officer and a human resources manager who collectively perform fiscal, administrative, facilities management and personnel functions required for sound operation.

An organizational chart is provided at the end of this section.

In preparation for spin-off from Vera, the transfer of responsibilities from Vera to NDS has continued over the last 18 months. Therefore, NDS is now well-positioned to assume the major fiscal, administrative and human resource management functions from the Vera Institute. During the next six months, the final transfer of responsibility is scheduled to take place.

NDS will restructure its present fiscal and administrative units and enhance its capability in these critical areas. Three units will be created to conduct the administration of NDS: a fiscal unit, a human resources management unit and an administrative services unit. Each unit will be headed by a unit leader, who will

report to the Assistant Director for Administration.

The Assistant Director for Administration will have primary responsibility for financial management, fiscal controls, human resource management and administrative services. She will be responsible for development of fiscal policies and procedures, and directing their implementation. During the first year of independent operation, the Assistant Director for Administration will be directly involved in cash management, budgeting, management of the fund accounting system, risk management and pension management. The Assistant Director for Administration will also act as liaison to the Finance Committee of the Board of Trustees.

FISCAL UNIT

The Fiscal Unit will consist of a Controller, an Accounting Analyst and a Budget Analyst. All facets of financial accounting and reporting that are presently performed by the Vera Institute will be performed by accounting professionals at NDS. These professionals will be trained in the use of a fund accounting software and will have extensive prior experience in a fund accounting environment.

The Controller will have direct oversight of this three person accounting unit. The Controller will be responsible for cash management, and will also assume ultimate responsibility for the integrity of the financial statements and the accuracy of accounting data. She will also direct the accounting function, develop and maintain planning and budgeting functions, and prepare financial management reports. This senior-level incumbent will also be responsible for the management of the computerized fund accounting system.

The Accounting Analyst will have the responsibility of recording daily transactions in the general ledger and managing accounts payable and a bi-weekly payroll. Monthly trial balances and financial statements will be prepared for management.

The Budget Analyst will be responsible for budget preparation, monitoring and review as well as grant management. The monthly fiscal reports to be submitted to the city will be prepared by the Budget Analyst and submitted to the Assistant Director for Administration for approval. The Budget Analyst will also assist in the budgeting and planning process.

HUMAN RESOURCES MANAGEMENT UNIT

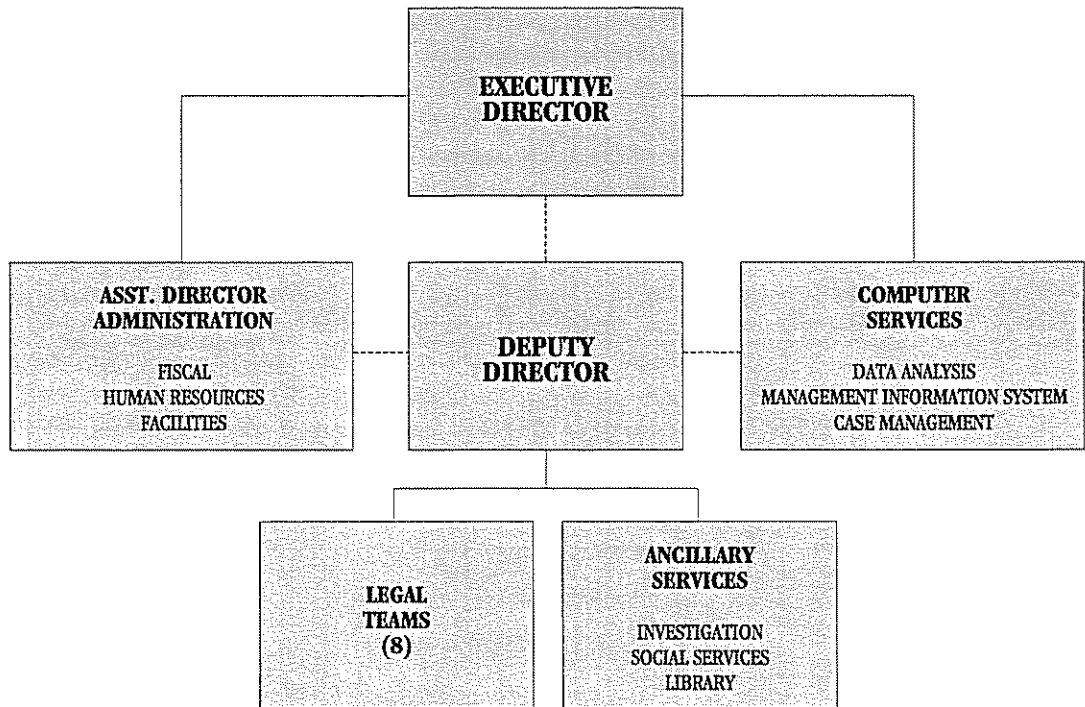
A Human Resources Manager will fill the personnel function. This professional will be experienced in all facets of human resources management including personnel administration as well as benefits administration. Development of personnel policies, recruitment, hirings, terminations, and EEO compliance will be the responsibility of the Human Resources Manager and two assistants.

A Human Resources Management System will be used to manage human resources data.

ADMINISTRATIVE SERVICES UNIT

An Administrative Manager will oversee management of the facilities and a fleet of vans and will also be responsible for central purchasing. The Administrative Manager will be assisted by an office manager, who will handle the day-to-day office management. This will include telecommunications systems, reception coverage, incoming/outgoing mail services, small office purchases, and token and petty cash management.

ORGANIZATIONAL CHART



2. Small Office Equipment Under \$500

This line will cover the purchase of small office equipment.

Annual cost: \$3,500 Year 1 cost: \$3,500

3. Stationery

This line reflects an allocation for the costs of stationery, brochures, business cards, and reports.

Annual cost: \$18,500 Year 1 cost: \$12,500

4. Postage, Delivery

These funds will cover the cost of postage meter rental, and postage and delivery expenses.

Annual cost: \$15,600 Year 1 cost: \$13,600

F. TRAVEL AND SUBSISTENCE

This line includes subway transportation for clients released from detention at court; reimbursement to staff for incidental costs incurred in connection with night arraignment responsibilities; the cost of economy travel to, and accommodation at, conferences and training programs for the professional staff; and reimbursement of board members for expenses incidental to their attendance at board meetings.

1. Local Travel

Annual cost: \$32,663 Year 1 cost: \$24,423

2. Out-of-Town Travel

Annual cost: \$20,000 Year 1 cost: \$17,570

G. RENTAL OF FACILITIES

This line includes rent and occupancy costs, telephone and utility expenses, and costs related to security.

1. Occupancy

Two offices are proposed: the present office at 55 West 125th Street, and a secondary office within walking distance of the Manhattan state criminal and supreme courts.

The present office consists of 17,000 square feet at a rate of \$18.00 per square foot. NDS has occupied the space since October of 1990 and has invested substantial city funds in the renovation and maintenance of the facilities. Additional space will be required to accommodate the increase in staffing. We anticipate that an additional 10,000 square feet of space at a rate of \$24.00 per square foot will be required. The renovation and expansion costs related to remaining at this site will be significantly less than any costs that would be related to establishing a new main office.

The estimated cost of the secondary office is budgeted at \$24.00 per square foot for 5,000 square feet.

Annual cost: \$760,250 Year 1 cost: \$743,250

2. Telephone and Utilities

This line reflects telephone and utility expenses. This amount includes basic and long distance telephone service, and telephone system maintenance. Each office location will have separate phone lines, and we will lease a line connecting the two offices, carrying data as well as voice. The remainder of the line is budgeted for costs related to HVAC (heating, ventilation and air conditioning) maintenance and electricity rent inclusion charges.

Annual cost: \$204,900 Year 1 cost: \$181,060

3. Security Services

This budget allocation will cover the cost of maintaining at each site a security system monitored by a security service.

Annual cost: \$4,500 Year 1 cost: \$4,500

H. ALTERATIONS AND RENOVATION

In Year 1 this line covers costs related to construction and renovation of new sites and the renovation costs connected with the expansion of our current site. The costs include architectural fees, construction costs, and anticipated expenses for electrical and HVAC work. Other start-up costs are reflected in Section I, Other Expenses.

The annual amount reflected below will cover the cost of minor repairs and renovations in the office, such as fixing doors, and replacement of fixtures.

Annual cost: \$14,000 Year 1 cost: \$550,000

I. OTHER EXPENSES

1. Fuel, Vehicle Maintenance and Parking

This line allocates the cost of fuel, maintenance, and garage costs for eight vans that will be operated by NDS. The fleet of vans presently consists of six vans. We have assumed that we will purchase the additional two vans in the third quarter of year one at which time we will have achieved full staffing.

Annual cost: \$37,800 Year 1 cost: \$26,120

2. Law Library Upkeep

This line covers the cost of subscriptions and periodicals, and maintenance of the New York Supplement and all Official New York Reporters, the Federal Reporter, Federal Supplement and the Supreme Court

Reporter, West's New York and Federal Digests, and an entire set of McKinley's Consolidated New York statutes and the United States Annotated. It also includes funds necessary to provide for each staff attorney up-to-date copies of the New York Penal Law and Criminal Procedure Law as well as personal copies of Richardson on Evidence and Mauet's Fundamentals of Trial Techniques. The line provides funds for the maintenance of the downtown library, which includes the New York Supplement and relevant volumes of McKinneys.

On-line costs for maintenance of our Lexis research service are covered by this line, as is the expense related to maintaining our CD-ROM Shepards capacity.

Annual Cost: \$32,300 Year 1 cost: \$32,300

3. Insurance

This line reflects the cost of insurance, including general and property liability insurance, D & O insurance, professional liability insurance, and vehicle insurance.

Annual cost: \$145,200 Year 1 cost: \$145,200

4. Training

This allocation will cover costs for staff training. Training for attorneys will include participation in programs sponsored by local and national organizations focusing on trial advocacy skills and substantive areas of law (described more fully in the technical proposal at pages 25-26). Administrative staff will receive training in human resources management, financial management, case management techniques, and general management skills.

Annual cost: \$75,000 Year 1 cost: \$73,385

5. Fees

This line allocates costs for banking and pension fees, and staff reimbursement for Notary Public licensing fees.

Annual cost: \$9,000 Year 1 cost: \$9,000

6. Miscellaneous

This line provides for the cost of miscellaneous minor expenses that do not fit in other categories but are allowable under city contracting rules, such as drinking water, and organizational dues.

Annual cost: \$26,000 Year 1 cost: \$26,000

7. Other Start-up Costs

This line reflects one-time expenses related to increasing organizational capacity to handle our expanded operations. Renovation start-up costs are reflected in Section H, above.

Annual cost: \$0 Year 1 cost: \$652,007

A. C O M P U T E R E Q U I P M E N T

This line will cover the cost of purchasing 40 new personal computers, six printers, 30 monitors, and additional equipment parts required to upgrade the present system. This line will also cover the cost of fund accounting and human resource management software packages and licenses.

B. O F F I C E F U R N I S H I N G S

This line covers the costs of desks, chairs, lamps, filing cabinets, bookshelves and other furniture that will be purchased to furnish the additional office sites.

C. S Y S T E M I N S T A L L A T I O N

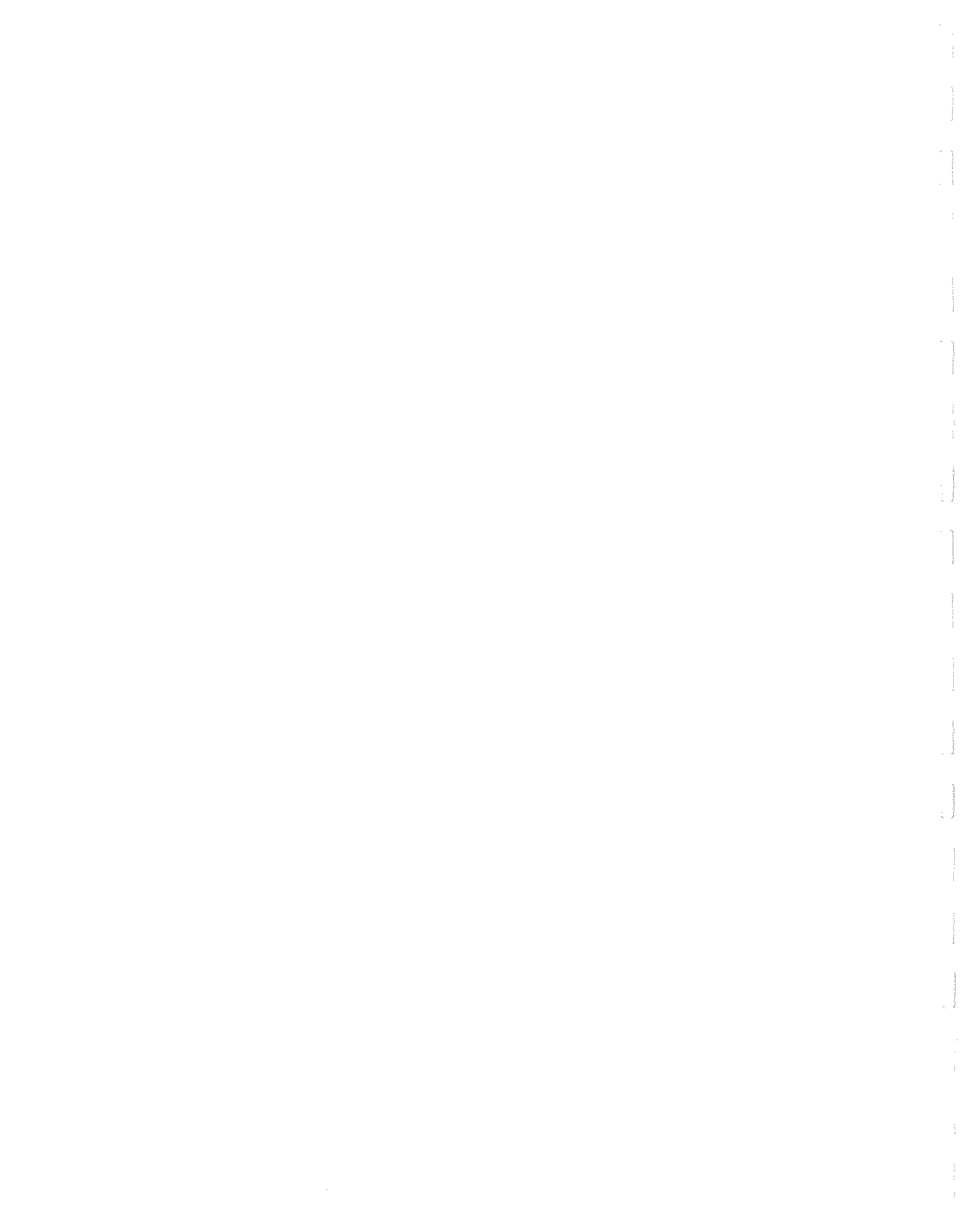
This line covers the cost of installing a telephone system and a security system at each site.

D. E Q U I P M E N T P U R C H A S E

This line covers office equipment to be purchased such as fax machines and equipment for investigations such as video and audio recording equipment.

E. M A N A G E M E N T C O N S U L T A N T S

Funds have been budgeted to retain consultants to assist with the selection and installation of fiscal and human resources software, and to assist in managing the significant increase in the size of the organization.



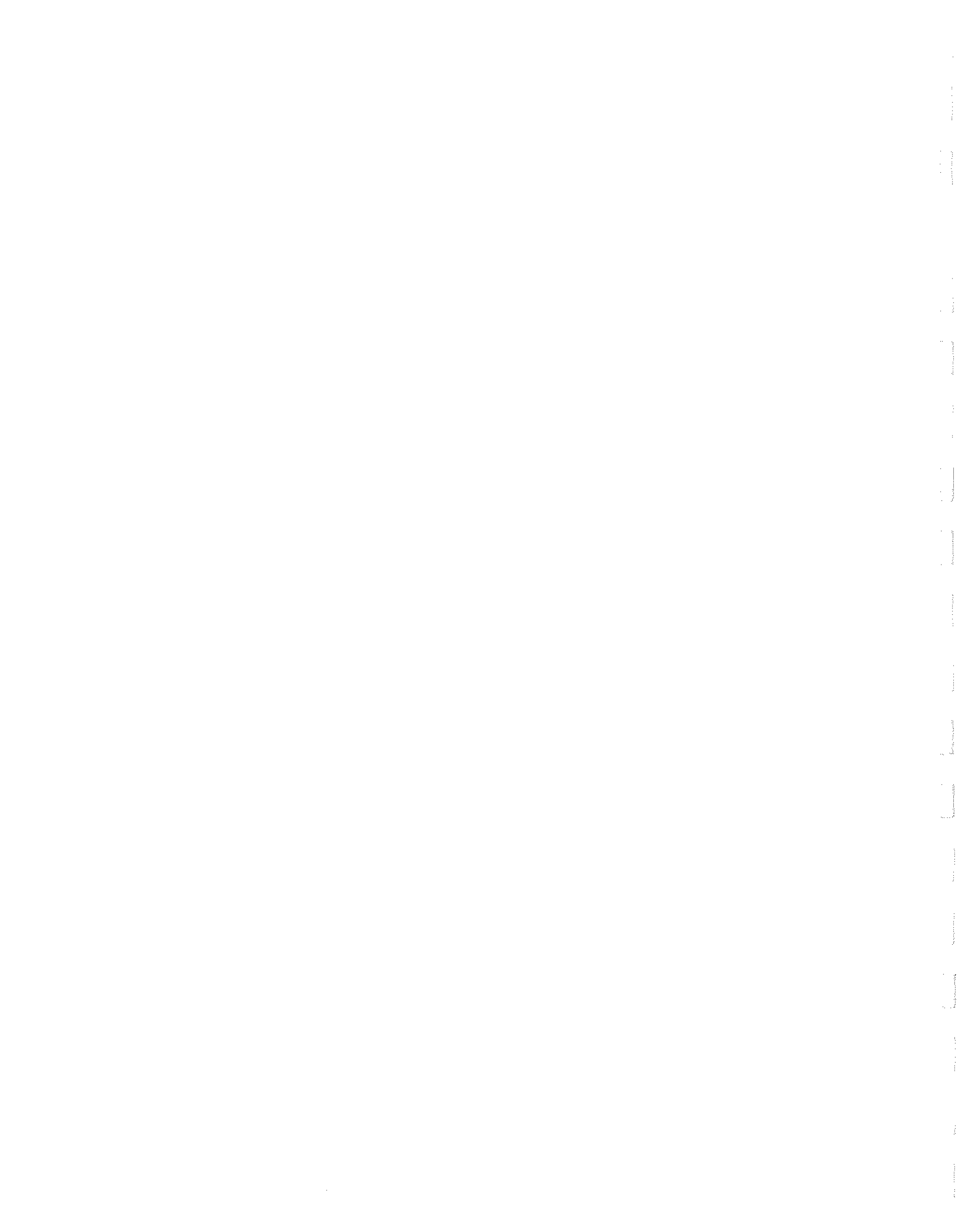
NDS COST PROPOSAL BUDGET

Proposal Name Proposal to Provide Indigent Defense Representation
 Project Duration: 24 Months
 Project Period: July 1, 1996 - June 30, 1998

Budget Items	City Funds
A. Personnel	
Executive Director (1)	105,000
Deputy Director (1)	95,000
Assistant Director for Administration (1)	80,000
Controller (1)	60,000
Accounting Analyst (2): 1 @ \$45,000 1 @ \$40,000	75,038
HRM Professionals (2) 1 @ \$50,000; 1 @ \$35,000	76,284
Administrative Services Manager 1 @ \$45,000; 2 @ \$35,000	115,000
Computer Systems Professionals: (2) 1 @ \$45,000; 1 @ \$40,000	75,038
Administrative Support Staff (4) @ \$31,500	116,284
Senior Attorney (8) @ \$80,000	580,230
Staff Attorney (48) 16 @ \$48,230; 32 @ \$40,390	1,772,454
Team Support Staff: 24 Community Workers @ \$28,840; 8 Caseworkers '@ \$25,750; 8 Admin Assistants @ \$28,000	947,494
Ancillary Support Staff: 1 Chief/Soc @ \$53,045; 1 Chief/Invest @ \$45,000	559,833
4 Member Intake Unit @ \$27,500; 5 Case Entry Paralegals @ \$25,000	
1 Infor Dir @ \$40,000 ; 1 Data Analyst @ \$35,000;	
1 Archive Coord @ \$30,000; 1 Case Aide @ \$25,750;	
3 Receptionist @ \$22,000; 2 Messenger @ \$20,000	
Subtotal	4,657,656

B. Fringe Benefits

SUI	92,952
FICA	352,754
Worker's Compensation Insurance	23,238
Group Insurance	684,129
Pension	151,071
Subtotal	1,304,144



Budget Items	City Funds
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C. Consultants

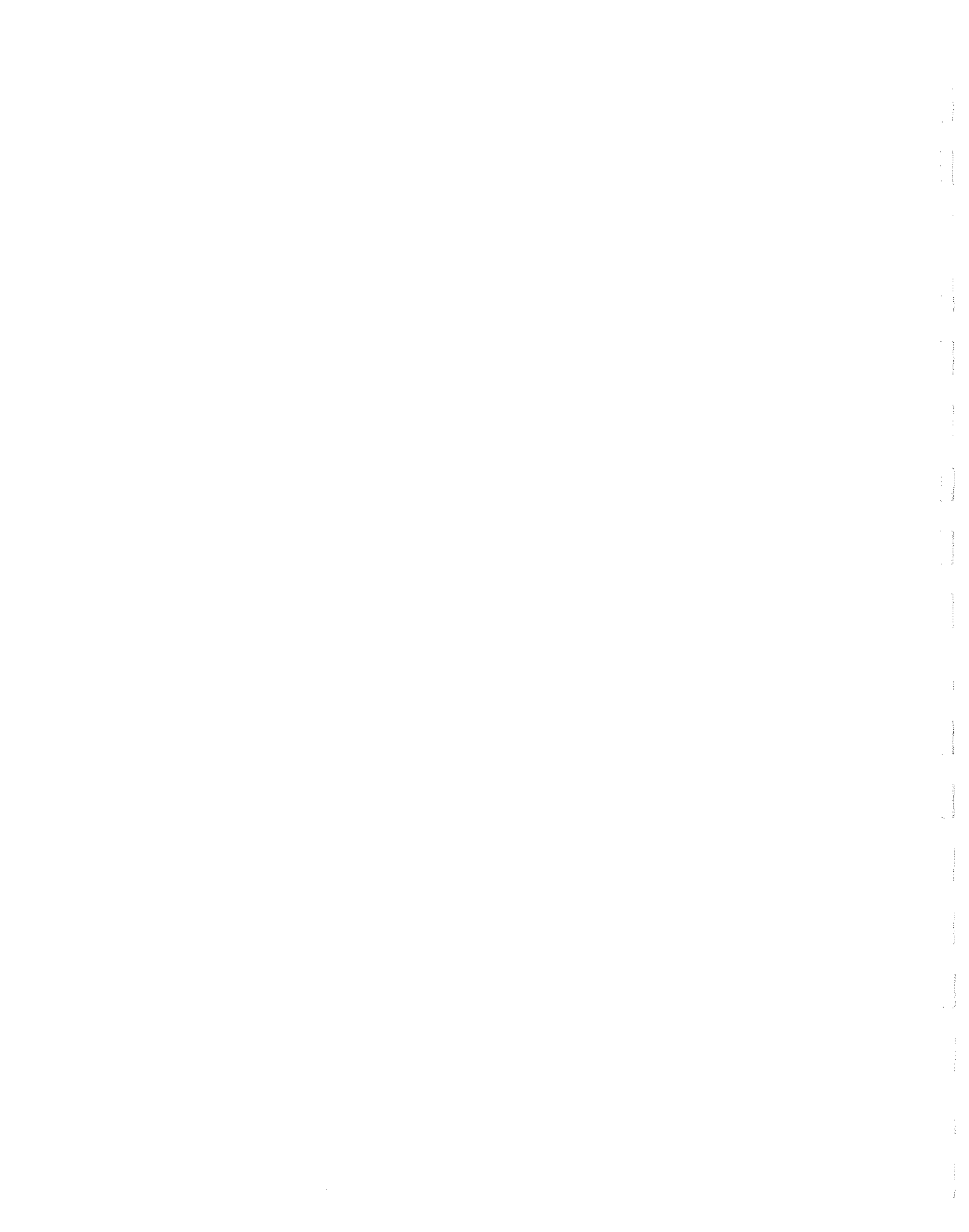
Auditing Fees	20,000
Comunity Worker Training Consultant	5,000
Defense Services Consultants	198,100
Subtotal	223,100

D. Equipment

Equipment Rental	42,000
Service Contract	12,000
Equipment Repairs	1,500
Computer Systems Equipment	46,500
Subtotal	102,000

E. Supplies

Office Supplies	79,200
Small Office Equipment under \$500	3,500
Stationery	12,500
Postage, Delivery	13,600
Subtotal	108,800



Budget Items	City Funds
F. Travel & Subsistence	
Local Travel Reimbursement	24,423
Out-of-Town Travel	17,570
Subtotal	41,993

G. Rental of Facilities

Occupancy	743,250
Telephone & Utilities	181,060
Security Services	4,500
Subtotal	928,810

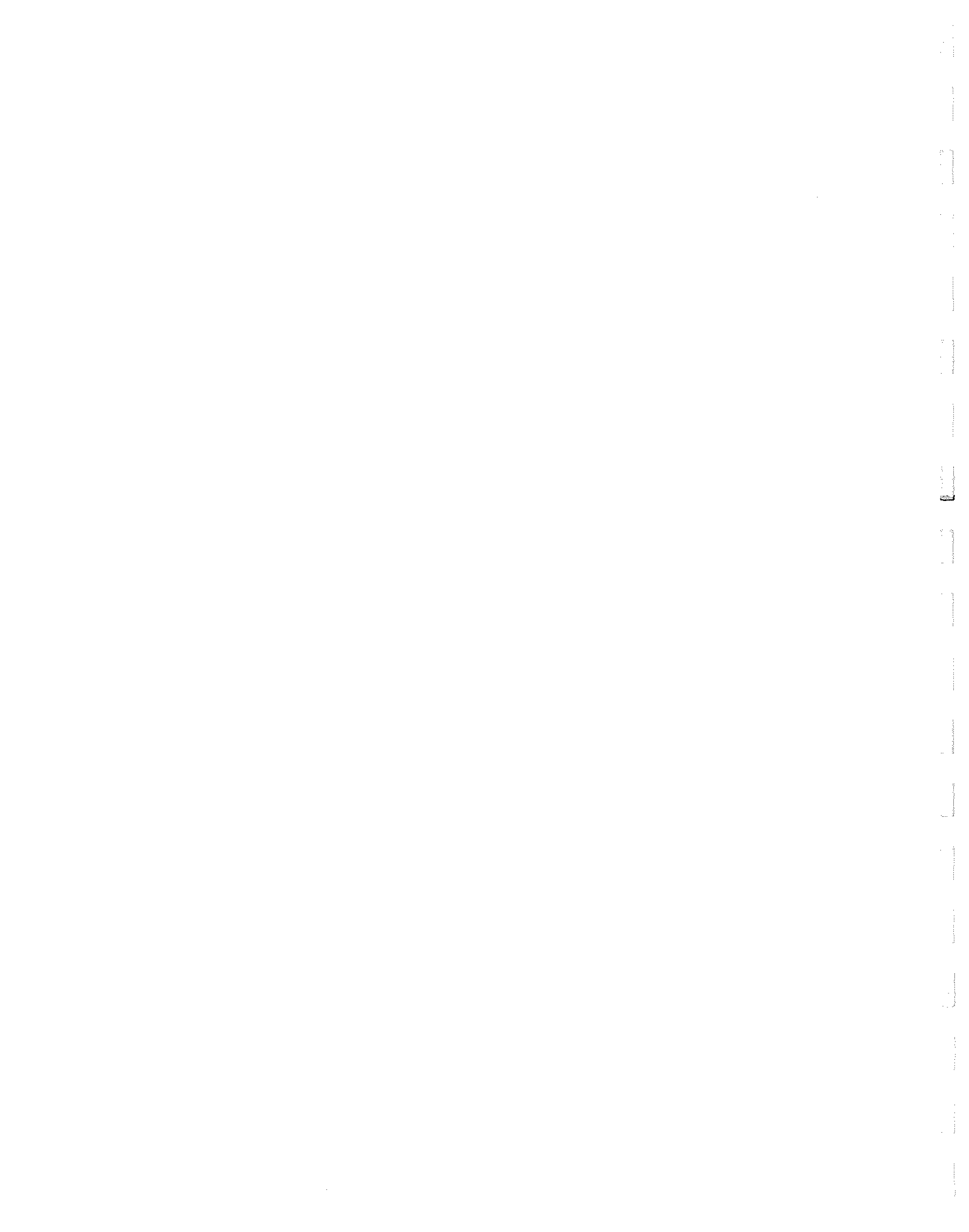
H. Alterations & Renovations

Space Renovations	550,000
Subtotal	550,000

Budget Items	City Funds
I. Other Expenses	
Fuel, Vehicle Maintenance & Parking	26,120
Law Library: Subscriptions, books, on-line services	32,300
Insurance:	145,200
Training	73,385
Fees	9,000
Miscellaneous	26,000
Start-up Costs	652,007
Subtotal	964,012

Budget Summary

Personnel	4,657,656
Fringe Benefits	1,304,144
Consultant Services	223,100
Equipment	102,000
Supplies	108,800
Travel & Subsistence	41,993
Rental of Facilities	928,810
Alterations & Renovations	550,000
All Other Expenses	964,012
TOTAL	\$8,880,514



IV. ACKNOWLEDGEMENT OF ADDENDA

RFP TITLE: INDIGENT CRIMINAL DEFENSE SERVICES
PIN NUMBER: 00296DMPS090

DIRECTIONS: COMPLETE PART I OR PART II, WHICHEVER IS APPLICABLE

PART I: LISTED BELOW ARE THE DATES OF ISSUE FOR EACH ADDENDA

RECEIVED IN CONNECTION WITH THIS RFP:

ADDENDUM #1 DATED October 20, 19 95
ADDENDUM #2 DATED November 9, 19 95
ADDENDUM #3 DATED November 9, 19 95
ADDENDUM #4 DATED November 20, 19 95
ADDENDUM #5 DATED _____, 19 ____
ADDENDUM #6 DATED _____, 19 ____
ADDENDUM #7 DATED _____, 19 ____
ADDENDUM #8 DATED _____, 19 ____

PART II: _____ NO ADDENDUM WAS RECEIVED IN CONNECTION WITH THIS RFP

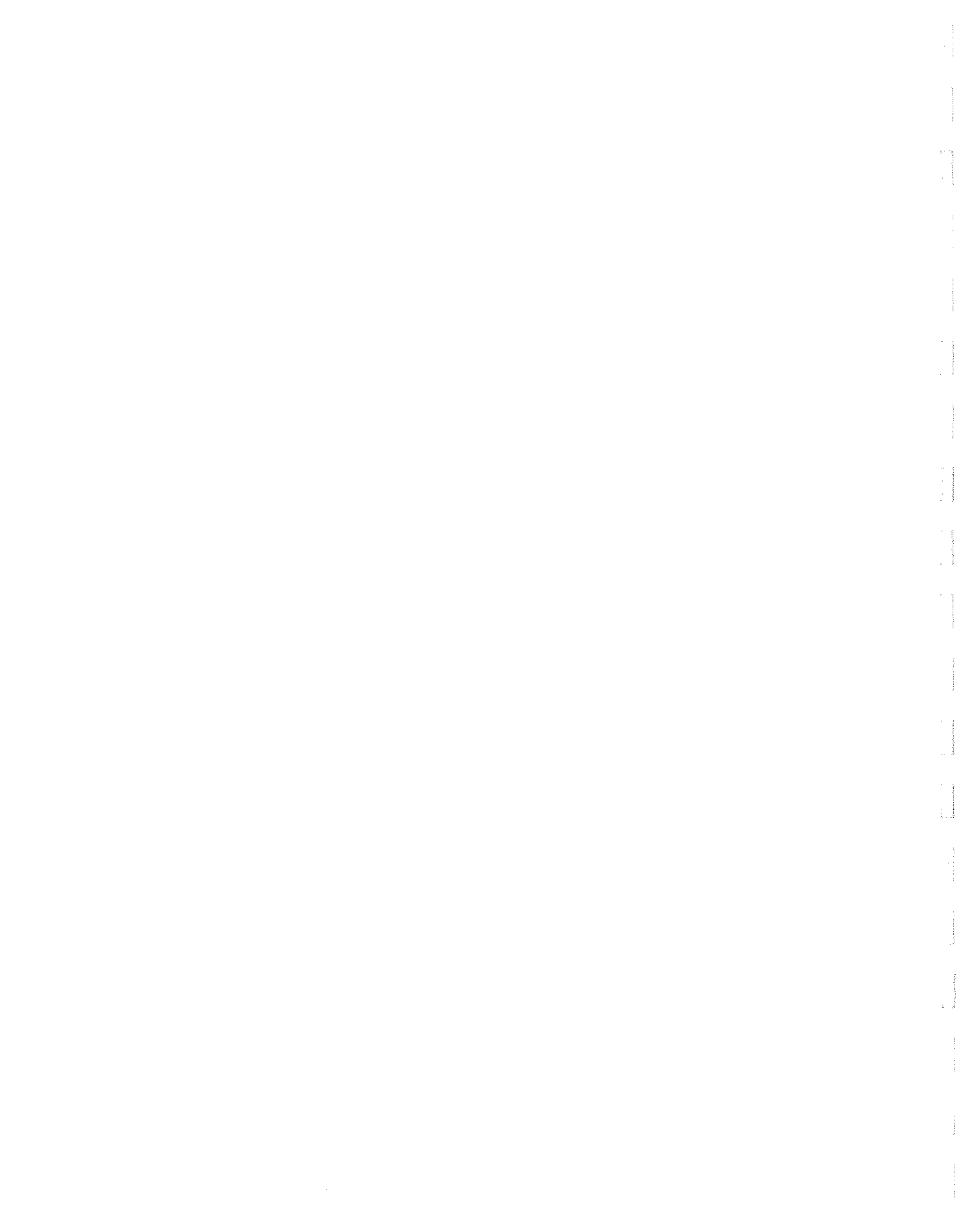
DATE 12/ 1 /95

PROPOSER (NAME)

LEONARD E. NOISETTE

PROPOSER (SIGNATURE)

Leonard E. Noisette



V. CURRENT LIST OF BOARD OF DIRECTORS

NEIGHBORHOOD DEFENDER SERVICE

BOARD OF TRUSTEES

Present Board

Haywood Burns, former Dean and present Professor of Law at City University of New York Law School at Queens College (Chairman of the Board)

Arthur Liman, partner in the law firm of Paul, Weiss, Rifkind, Wharton & Garrison (President)

Christopher Stone, Director of the Vera Institute of Justice

Michael Smith, Professor of Law, University of Wisconsin Law School at Madison

Marjorie Singer, Counsel, Vera Institute of Justice (Secretary)

Leonard Noisette, ex officio member (Director)

Effective July 1, 1996

Haywood Burns, former Dean and present Professor of Law at City University of New York Law School at Queens College (Chairman of the Board)

Christopher Stone, Director of the Vera Institute of Justice

Rowan Wilson, Esq., Cravath, Swaine and Moore

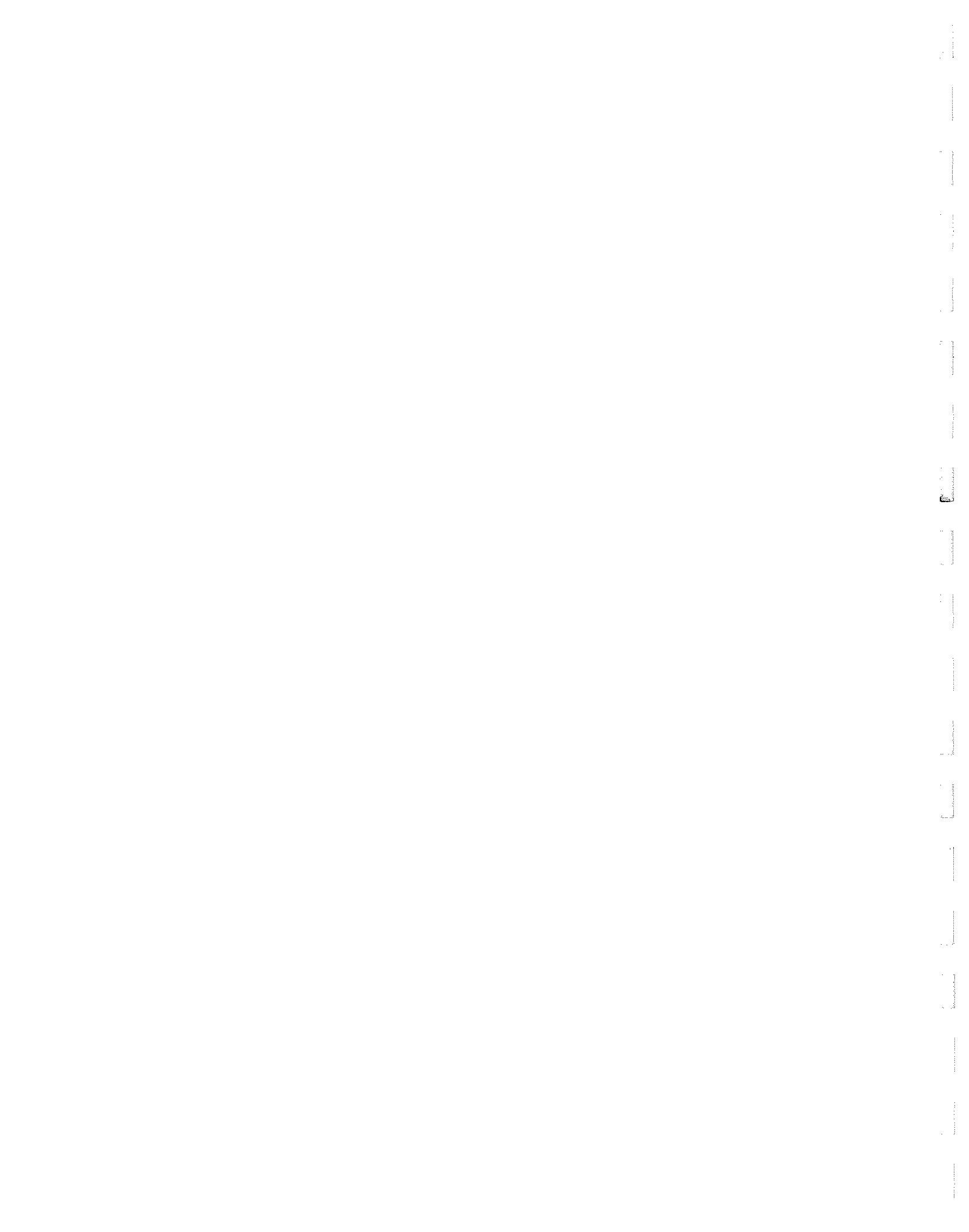
Diana Maldonado, Esq., Federal Defender Office, Boston, Massachusetts

Shanara Gilbert, Clinical Professor of Law, City University of New York Law School at Queens College

Randolph Stone, Professor of Law, University of Chicago School of Law

Hon. John Carro, retired Justice of Supreme Court of the State of New York, Appellate Division First Department

Leonard Noisette, ex officio member (Director)



**VI. LIST OF PUBLIC REVENUE SOURCES FOR
THE PAST THREE YEARS**

**PUBLIC REVENUES RECEIVED BY NDS
FY90-FY96**

Source of Revenue	Contract Period	Revenue Amount
New York City		
Office of the Deputy Mayor for Public Safety:	4/1/90-6/30/91	1,134,999
	7/1/90-6/30/91	3,377,998
	7/1/91-6/30/92	3,615,178
	7/1/92-6/30/93	3,895,010
	7/1/93-6/30/94	3,910,102
	7/1/94-6/30/95	3,825,203
Office of the Coordinator for Criminal Justice:	7/1/94-6/30/95	3,825,203
	7/1/95-6/30/96	3,851,666 *
TOTAL NEW YORK CITY REVENUES		\$23,610,156
New York State		
Division of Criminal Justice Services	4/1/90-9/12/91	500,000
	4/1/91-9/15/92	269,620
TOTAL NEW YORK STATE REVENUES		\$769,620
TOTAL PUBLIC REVENUES:		
*Pending award of contract		\$24,379,776

VII. LIST OF EXHIBITS

EXHIBIT 1 — SENIOR STAFF RESUMES

EXHIBIT 2 — OTHER RESUMES

EXHIBIT 3 — LETTERS OF REFERENCE FROM JUDGES AND
PROSECUTORS

EXHIBIT 4 — OTHER LETTERS OF REFERENCE

EXHIBIT 5 — NDS STAFF EVALUATION FORMS

Leonard E. Noisette

EDUCATION: NEW YORK UNIVERSITY SCHOOL OF LAW
J.D., May 1984
Admitted to New York State Bar May, 1985

QUEENS COLLEGE, CITY UNIVERSITY OF NEW YORK
B.A., June 1979
Major: Political Science/Communication

LEGAL EXPERIENCE: NEIGHBORHOOD DEFENDER SERVICE OF HARLEM
New York, New York

PROJECT DIRECTOR
July 1993 - Present

As the chief operating officer of neighborhood-based, indigent criminal defense provider, responsibilities include: overall management/oversight of all aspects of project; continuous evaluation and periodic modification of the key components of the experimental design; budget preparation, analysis and review; fundraising; maintenance and management of relations with other segments of the criminal justice community and community constituencies.

SENIOR ATTORNEY
June 1990 - July 1993

As a senior manager and supervisor/senior litigator of a defense team, responsibilities included participation in ongoing evaluation and reshaping of experimental model of representation; management and supervision of a practice unit consisting of three lawyers and four support staff; representation of indigent defendants in serious felony or delinquency matters and the training and supervision of less experienced attorneys in matters pending in those courts.

LEGAL AID SOCIETY
New York, New York

SENIOR SUPERVISING ATTORNEY, CRIMINAL APPEALS BUREAU
April 1988 to June 1990

Responsibilities included review and supervision of appellate briefs and other post-judgment motions prepared by staff attorneys; briefing and arguing appeals; conducting trial court proceedings related to pending appeals, collateral attacks and appellate court reversals; miscellaneous administrative duties, including monitoring caseload management and productivity.

STAFF ATTORNEY, CRIMINAL DEFENSE DIVISION
July 1986 to April 1988

Responsibilities included representation of indigent defendants from the initiation of criminal proceedings through trial and/or final disposition; investigation; extensive motion practice; interfacing with various social service agencies to arrange for assistance for clients and/or alternatives to incarceration.

LEGAL AID SOCIETY
New York, New York

ASSOCIATE APPELLATE COUNSEL, CRIMINAL APPEALS BUREAU
September 1984 to July 1986

Appellate representation of indigent defendants convicted within the City of New York. Responsibilities included extensive research; preparation of appellate briefs, writs of habeas corpus, and other post-conviction motions; oral arguments before the Appellate Divisions and Court of Appeals and related trial court appearances.

TEACHING
EXPERIENCE:

LONG ISLAND UNIVERSITY
Brooklyn, New York

INSTRUCTOR, PARALEGAL STUDIES PROGRAM
1989 to 1990

Courses included legal research, criminal and matrimonial law.

LAW SCHOOL EXAM-WRITING WORKSHOP
New York University Black Allied Law Students Association
Fall 1986 to Fall 1989

With colleague, developed and conducted workshops for first year law students to provide an overview of the examination process, including building legal analysis skills, a suggested approach to exam taking, practice examinations in which the approach was applied and review of examination answers prepared by students.

LECTURER/TRAINER

Regular lecturer for Criminal Defense Clinics at both New York University School of Law and the City University of New York Law School at Queens College in the areas of Jury Selection, Evidentiary Objections and Preservation of the Record. Trainer for the National Legal Aid and Defender Association in its Defender Management Training Program on Innovations in Defense Practice, Team Defense, and Building Management Teams.

PROFESSIONAL
AFFILIATIONS

New York County Lawyers Association, serving on its Drug Policy Task Force; Bar Association of the City of New York; New York State Defenders Association; and National Legal Aid and Defender Association, serving as member of Blue Ribbon Committee overseeing association's use of grant of the Bureau of Justice Assistance to evaluate and improve provision of indigent defense services.

Board Member, New York State Defenders Association

References furnished upon request.

Robin G. Steinberg
57 West 75th Street Apt. 9J
New York, New York 10023
(212)724-3418

Education:

NEW YORK UNIVERSITY SCHOOL OF LAW
J.D. May 1982
Criminal Law Clinic 1981-1982
Women's Prison Project 1980-1981

UNIVERSITY OF CALIFORNIA AT BERKELEY
B.A. 1978, Women's Studies
Phi Beta Kappa

Legal Experience:

NEIGHBORHOOD DEFENDER SERVICE OF HARLEM
1990 - Present

DEPUTY PROJECT DIRECTOR

July 1993 - Present

Supervise the legal practice in an innovative community based public defenders office which provides defense services to indigent residents of Harlem. Supervision responsibilities include coordinating internal and external training programs for lawyers and investigators, hiring legal staff and law interns, managing all budget lines regarding legal practice issues, and overall supervision of the defense teams and social work unit. Assist project director in continuous evaluation and periodic modification of key components of the experimental defense model.

TRAINING TEAM LEADER

1992 - 1993

Created an in-house training program for new lawyers and supervised the first "training team". Responsibilities included creating an 8 week substantive legal training program for new lawyers, conducting a mock trial program, direct supervision of the legal practice of all team members throughout their first year of practice, co-counseling trials, making court appearances with new lawyers and conducting periodic evaluations of team members.

TEAM LEADER

1990-1992

Supervised all phases of criminal representation of one of the first NDS defense teams which included lawyers, community workers, interns and an administrative assistant. Supervised new lawyers during pre-arrest representation, arraignments, grand jury practice, motions, pre-trial negotiations and co-counseling of trials and hearings. Lead counsel in serious felonies and homicide cases. Created office policy and participated in outreach and education efforts in the community as member of senior management team.

LEGAL AID SOCIETY OF NEW YORK CITY
Criminal Defense Division, 1987-1990

Represented indigent defendants in all phases of the criminal process from arraignment through case disposition. As a member of enhanced narcotics defense unit represented defendants charged with A-I and A-II drug felonies.

LEGAL AID SOCIETY OF NASSAU COUNTY
Trial Bureau, 1982-1987

Represented indigent defendants in all phases of the criminal process from arraignment through case disposition. Conducted jury trials in District and County Court. Supervised second and third year law students in client interviewing, legal research, pre-trial motion practice and investigation.

Teaching Experience:

HARVARD LAW SCHOOL

Criminal Justice Clinic, Trial Advocacy Program, 1994

Faculty member for week long advocacy program working with second and third year law students in trial skills training course.

CARDOZO LAW SCHOOL

Intensive Trial Advocacy Program, 1995
Taught summation and voir dire skills to second and third year law students.

RICK JONES
54 Burroughs Way
Maplewood, NJ 07040
(H) 201-378-3134
(W) 212-876-5500

EDUCATION: NATIONAL CRIMINAL DEFENSE COLLEGE
Denver, Colorado
November 1992

-Attended 4 day workshop on devising, preparing and
implementing defense theories in complex cases.

Macon, Georgia
June 1991

-Attended 2 week intensive course to develop overall
trial skills particularly focusing on federal court
prosecutions and homicide cases.

RUTGERS UNIVERSITY SCHOOL OF LAW
Newark, New Jersey
1984-1987

-Juris Doctor Degree Conferred June, 1987.
-Recipient, Harkavy Prize for Most Promising Trial
Lawyer in Graduating Class, 1987.
-Ralph Johnson Bunche Scholar, 1984-1987.
-Member, Rutgers Moot Court Board.
-Teaching Assistant, Appellate Moot Court Seminar.

UNIVERSITY OF MICHIGAN
Ann Arbor, Michigan
1980-1984

-Bachelor of Arts Degree, June 1984.
-Vice-President, Michigan Student Assembly.

BAR

ADMISSION: New York, New Jersey and the Southern District of
New York.

EXPERIENCE: NEIGHBORHOOD DEFENDER SERVICE OF HARLEM
New York, New York

Senior Attorney/Team Leader
1992-Present

The Legal Aid Society - Criminal Defense Division

September 1989 - December 1991

Staff Attorney: Represented defendants in felony and misdemeanor cases in Brooklyn Criminal and Supreme Courts from arraignment through trial and sentencing. Also handled related parole and school suspension hearings.

The Legal Aid Society - Juvenile Rights Division

October 1986 - August 1989

Staff Attorney: Represented children in all stages of delinquency, abuse, neglect, PINS and custody cases in Bronx Family Court.

Hon. Naomi R. Buchwald, United States Magistrate Judge, S.D.N.Y.

September 1985 - September 1986

Law Clerk: Researched and drafted opinions in a wide variety of Federal cases. Assisted in hearings and attorney conferences.

Rosenman, Colin, Freund, Lewis & Cohen

Summer 1984

Summer Associate: Researched and wrote legal memoranda for the matrimonial, real estate, and litigation departments.

Hon. Mara T. Thorpe, Manhattan Family Court Judge

Summer 1983

Law Intern: Researched and drafted memoranda in various areas of Family Court practice. Observed court proceedings.

PROFESSIONAL ACTIVITIES:

Member, Association of the Bar of the City of New York

Committee on Criminal Courts, 1995-present.

Special Committee on Lesbians and Gay Men in the Legal Profession, 1995-present.

Committee on Sex and the Law, 1992-94.

Co-authored report published in The Record entitled "Second-Parent Adoption in New York State: Furthering the Best Interests of Our Children" and amicus curiae briefs in the Court of Appeals and the Appellate Division, Second Department on same issue.

Teacher, Class on "Civil Rights and Race Relations" at James Monroe High School, Bronx, N.Y., 1992-93.

Member, Lesbian and Gay Law Association ("LeGal")

Judiciary Committee, Co-Chair, 1994-present.

Represented LeGal on Independent Civil Court Screening Panel, June 1994.

Member, New York State Bar Association

Social Services Committee, 1992-1994.

Mentor, New York University School of Law Public Interest Center.

DE NICE POWELL
51 Hendricks Avenue
Staten Island, New York 10301
(718) 981-8422

EDUCATION:

NEW YORK UNIVERSITY
Graduate School of Business Administration
M.B.A., May 1985

NORTHEASTERN UNIVERSITY SCHOOL OF LAW
J.D., May 1983
Criminal Law Clinic; Frederick Douglass Moot Court Competition

RENSSELAER POLYTECHNIC INSTITUTE
B.S. Architecture, May 1979
B.S. Building Science, May 1978
Dean's List; Norma Sklarek Fellow; American Institute of
Architects Fellow

EXPERIENCE:

NEIGHBORHOOD DEFENDER SERVICE OF HARLEM
Senior Attorney - March 1995-Present
Staff Attorney - February 1993-March 1995
Supervise a legal team consisting of lawyers,
investigators, a social service case worker, an
administrative assistant, and legal and college interns.
In-court representation of indigent people who are
charged with crimes.

THE LEGAL AID SOCIETY - THE CRIMINAL APPEALS BUREAU
New York, New York
Staff Attorney - February 1990-February 1993
Prepared and argued criminal appeals before the Appellate
Division, First and Second Departments, and the Court of
Appeals.

WALKER & BAILEY
New York, New York
Associate - January 1987-February 1990
Represented major U.S. corporations in federal and state
courts, from discovery through appeals.

LAW OFFICE OF NORMAN REICH
New York, New York
Attorney - September 1985-January 1987
Litigated insurance claims in state court.

THE FIRST NATIONAL BANK OF BOSTON

Boston, Massachusetts

Legal Intern - Spring 1983

Researched issues and wrote legal memoranda concerning bankruptcy, secured transactions, trusts, international commercial transactions, and banking law.

BOSTON EDISON

Boston, Massachusetts

Legal Intern - Fall 1982

Wrote legal memoranda concerning corporate taxation, regulation of public utilities, and environmental issues.

UNITED STATES DISTRICT COURT for the DISTRICT OF MASSACHUSETTS

U.S. Magistrate Joyce London Alexander

Boston, Massachusetts

Legal Intern - Spring 1982

Extensive legal research and draft opinion writing in the areas of administrative law, federal civil procedure, 1934 Securities Act, standing, habeas corpus, forfeiture, civil rights, right to a speedy trial, and federal subject matter jurisdiction.

LIBERTY MUTUAL INSURANCE COMPANY

Boston, Massachusetts

Legal Intern - Fall 1981

Prepared pleadings; wrote model answer for asbestos class action; tried small claims cases.

David A. Holman
332 Herrick Avenue
Teaneck, New Jersey 07666
H (201) 836 - 4653
W (212) 876 - 5500

Education:

C.U.N.Y. Law School at Queens College
J.D., May 1990
Admitted to New York State Bar, April 1991
Admitted to New Jersey State Bar, November 1990

Maritime College, State University of New York
B.E., May 1980
Major: Marine Engineering

U.S. Coast Guard License First Assistant Engineer
Motor. Third Assistant Engineer Steam.

**Employment
History:**

Neighborhood Defender Service of Harlem

Senior Attorney/Team Leader
July 1995 - Present

Responsible for the supervision of all phases of a defense team that consists of three attorneys, an investigator, a case worker, an administrative assistant, a law intern and a college intern. Supervise attorneys during pre-arrest representation, grand jury and motion practice and co-counseling of trials and hearings in Supreme and Family Courts of New York and Bronx Counties. Lead Counsel in serious felonies and homicide cases.

Staff Attorney
October 1990 - July 1995

Responsibilities included representation of indigent defendants in all phases of the criminal process from pre-arrest investigation and representation up to and including trial and or final disposition. As an original member of a neighborhood based criminal defense organization participated in outreach and education efforts in the community of Harlem.

Legal Aid Society - Criminal Defense Division
June 1989 - August 1989

Summer Intern: Assisted trial attorneys in all aspects of their representation of indigent defendants. Researched and wrote legal memoranda, interviewed and represented clients at arraignment proceedings, and second seated two felony trials.

Queens College, Flushing New York
March 1986 - August 1987

Employed as a High Pressure Boiler Tender. Responsible for the daily operation, maintenance and overhaul of the machinery space on the college campus.

Military Sealift Command, Bayonne New Jersey
June 1981 - March 1986

Employed as a licensed Third and Second Assistant Engineer on merchant vessels, responsible for the daily operation, maintenance and overhaul of the ships electrical, mechanical and hydraulic systems in the ships machinery spaces.

General Electric Company, Philadelphia, Pa
June 1980 - June 1981

Employed as a Field Engineer in the Installation Service Engineering Division. Supervised mechanical crews performing maintenance and repair on powerplants in the Northeast United States.

CECILIA C. JARAMILLO

EDUCATION

M.S., Non-profit Management, New School for Social Research, Graduate School of Management and Urban Policy, New York, N.Y., 1993.

M.C.P., City Planning and Community Development, Howard University, Washington, D.C., 1979.

B.A., Social Sciences, Pace University, New York, N.Y., 1972.

PROFESSIONAL EXPERIENCE

Assistant Director for Administration, Neighborhood Defender Service, Inc., New York, NY (1993-Present). Responsible for day-to-day administrative operations including oversight of fiscal, human resources management and administrative services; management of \$3+ million operating budget. Serve as member of senior management team reporting directly to executive director. Currently, started a re-organization of administrative functions in preparation for eventual spin-off.

Grants Manager, The Commonwealth Fund, New York, NY (1993). Provided grants administration services including reviewing and approving contracts, subcontracts, grant awards, news project development; financial monitoring and grant disbursements; managed \$10 million end-of-year grant pay-out; advised program officers on budgetary issues and coordinated grantee survey.

Foundation Administrator, World Foundation for Girl Guides and Girl Scouts, Inc. New York, NY (1990-1993). Responsible for day-to-day operations of small foundation including accounting and financial reporting of funds; automated manual office systems including accounting, donor and grantee records; identified and selected accounting software and consultants. Reported directly to board of directors.

Assistant to Vice President for Finance, Marymount College, Tarrytown, NY (1989-1990). Managed the College's restricted and endowment funds; implemented faculty pre-tax premium sharing plan; prepared financial reports to federal and state government agencies and foundations; monitored budgets and expenditures of restricted fund grant projects. Other special assignments included preparation of personnel policy handbooks for administrative staff.

Executive Manager, International Center for Research on Women, Washington, D.C. (1982-1988). From 1986 to 1988, served as

member of senior management team reporting directly to executive director; responsible for day-to-day administrative operations including all aspects of personnel and fiscal functions; prepared and managed overall annual \$1.5 million budget; prepared and presented financial reports to board of directors and financial committees; designed comprehensive budget management and financial reporting system; managed organizational growth including creating and hiring for new administrative positions; managed \$5 million Federal Reserve Letter of Credit; also responsible for contract and grant management.

From 1982 to 1986, served as Staff Associate responsible for management of \$800,000 annual budget; financial planning and budget management. Other responsibilities included management of annual fellowship awards program, provision of technical assistance to community development agencies in Latin America, field research and data analysis on the impact of small credit programs for low-income women.

Research Associate, Human Resources Management, Inc., Washington, D.C. (1976-1982). Provided technical assistance to U.S. Agency for International Development-funded community development agency in Peru and assisted in procurement of hardware equipment and related services for a satellite communications project. Managed all phases of procurement operations to equip a social services institute in Morocco.

PUBLICATIONS

"El Impacto de un Programa de Credito Dirigido a Mujeres y Hombres Microempresarios en Quito, Ecuador" (with Marguerite Berger and Mayra Buvinic), report prepared for USAID. Washington, D.C.: International Center for Research on Women, 1986.

"Low Income Housing: A Women's Perspective" (with Margaret Lycette) report prepared for USAID. Washington, D.C.: International Center for Research on Women, 1984.

LANGUAGES

Native fluency in Spanish.

COMPUTER SKILLS

Experience with EXCEL, Lotus 123, Symphony, PowerBase, MIP Fund Accounting, MS Word and WordPerfect.

CATHY PLAZA
109 North 3rd Street
Easton, PA 18042
610-559-1057

EDUCATION New York University Graduate School of Social Work
Master in Social Work
Method: Practice and Supervision.

John Jay School of Criminal Justice
Bachelor of Arts, Behavioral Science

PROFESSIONAL CAPABILITIES

- .Agency management and staff supervision
- .Training and staff development
- .Field Instructor for undergraduate BSW candidates
- .Skilled in evaluation and assessment
- .Consultant for South Africa Minister of Justice/
Department of Health and Welfare.

EXPERIENCE

Neighborhood Defender Service Of Harlem

Chief of Social Work, March 1991-Present

Responsible for providing service to over 350 clients. Service includes conducting rapid assessment for complex cases, identifying specific problem areas, formulating treatment plans, providing individual counseling, developing, implementing and amending treatment plans as deemed necessary. Developing and maintaining current social service resource databank. Identifying and utilizing resources within the community, as well as advocating and negotiating for clients dealing with concrete service problems. Supervise interns, students and social service staff. Developed and implemented staff training program in client assessment and support, including techniques in interviewing, counseling, and preparation of written court evaluation. Conduct health and substance abuse seminars for staff and community based organizations. Responsible for the budget/disbursement of United Way Grants for clients.

The Children's Aid Society, Pelham Fritz Houses, NY, NY

Co-Director, January 1990-February 1991

Responsibilities included administration, planning, personnel service delivery assessment, community and public relations. Supervised social service staff, housing specialist, health workers, and volunteer/intern students. Mediated tenant hearings and adjudicated involuntary discharges when appropriate. Responsible for budget and finances for city and state billing and audits. Developed and conducted health training for residents. Served on Board of Children Aid's Society - Pelham Fritz Houses.

The Children's Aid Society, Foster Care Services, NY, NY

Senior Counselor, December 1986-January 1990

Administered case managements to foster care children. Provided counseling, support services, and referrals, e.g., housing, employment, and educational training, to the biological parents. Weekend and on-call liaison for CAS and HRA/City agency. Conducted oral and written Family Court presentations. Identified and secured placements for individuals in need of programs. CAS spokesperson with former First Lady Barbara Bush.

The Legal Aid Society

Senior Counselor, January 1981-November 1986

Established and maintained alliances with systems such as Preventive Service Agencies, justice and legal systems, and mental health community agencies as part of the collaborative piece on behalf of client and family. Provided short-term individual and group counseling to clients.

Affiliations

- .The New York City Coalition of Social Workers in Legal Settings, Chairperson
- .National Organization of Forensic Social Workers, Member
- .National Association of Black Social Workers
- .National Conference of Black Lawyers
- .Jewish Board of Family & Children - Big Brother/Big Sister People of Color Advisory Committee

Skills

- .Workshop trainer/facilitator
- .Community organizing
- .Counseling (individual and group)
- .Public speaking
- .Consultant
- .Various computer programs such as Advanced Revelations, Microsoft Word and Works, Word Perfect.

Reginald A. Mabry
140-26g Darrow Place
Bronx, New York 10475
H (718) 671-6738
W (212) 876-1400 ext 171

Education: Novell Certified NetWare Engineer, November 11, 1991
Bachelor of Science(Computer Sciences), January 1988
The City College of New York

RELEVANT SKILLS AND EXPERIENCE

LANS: Extensive knowledge of Novell Netware 3.11 (CNE Certified)
Comprehensive knowledge of Ethernet, and 10BaseT topologies.
Extensive Knowledge of Novell NACs product. Knowledge of Dos
Clients and OS/2 Clients.

WANS: Experience supporting 56kb Leased line configured on NetWare
Multiprotocol Router and Wanlinks.

Hardware: HP 486/Eisa, 24megs memory, Duplexed configuration with 2.1
gigabytes of storage. Knowledge of Synoptics 2813 and 2803
family of 10BaseT Hubs. Broad experience with the IBM Family of
computers, Gateway 2000 and Nec Image 486s.systems, HP
Laserjet family of printers, 1200/2400/9600 baud modems.

Software: Procomm Plus Lan Version, PC/Anywhere Lan Version, Arcserve
Ver. 4.0, Intel LANDesk, Virus Protector, WordPerfect 5.1-5.2,
Microsoft Windows 3.1, Advanced Revelation, Ventura Software.

EMPLOYMENT HISTORY

July 1994 - Computer Services Manager
Present The Neighborhood Defender Service of Harlem
55 West 125th Street
New York, NY 10027

- Directly in charge of all computer services, contracts, vendors and staff of the Neighborhood Defender Service.

July 1993- July 1994

- LAN Administrator
Vera Institute of Justice, New York
- Currently serve as on-site LAN Administrator at Neighborhood Defender Service responsible for maintenance/expansion of 100 user WAN/LAN environment.
- Responsible for providing LAN support to Vera's 60 user

- environment, and Vera's projects including Bronx Bailbonds' 14 user environment and Bronx Bailbond's 10 user environment.
 - Responsible for overseeing contract with LAN contractors including Novell Platinum Dealer.
 - Provide technical support to varied user environment containing Administrators, Attorneys, Paralegals, and Administrative Assistants.
- 1992-1993
- Consultant
TCY Technologies, New York
- Provided on-site service for Multi-Server internetwork using Ethernet, Token Ring and 10BaseT topologies.
 - Provided NetWare technical support and demonstrations to clients.
 - Installed Windows 3.1/ various Applications in NetWare Environments.
- 1986-1992
- Computer Coordinator (1990-1992)
The New York Public Library, New York
- Served as on-site Computer Administrator for the Schomburg Center.
 - Instrumental in the purchase and installation of 40 386 systems anticipating LAN/Wan connectivity in the center.
 - Technical coordinator of the Schomburg's Editorial Advisory Board. In that position, I managed a typesetting environment using NetWare 3.11 which published 8 journals, two large publications and hundreds of outreach materials.
 - Responsible for all system repairs, maintenance and inventory management
- Computer Associate (1988-1990)
The New York Public Library, New York
- Conducted practical hands on training sessions for 60 plus staff members and volunteers to work in P.C. environment
 - Served as technical advisor for the center's Benefit Staff. In that capacity, I provided technical support for administrators using a variety of database and wordprocessing programs for the effort.
 - Provided technical support for the center's computerized cash register operations.
- Student Intern (1986-1988)
The New York Public Library
- Assisted computer manager in daily operations.
 - Worked computerized finding aide projects using Revelation/G.

Professional Organizations:

Member of NPA (Network Professional Association), formerly known as CNEPA (Certified Network Engineer Professional Association)

EXHIBIT 3

Supreme Court
of the
State of New York



MICHAEL A. CORRIERO
JUDGE OF THE COURTS OF CLAIMS

CHAMBERS
111 CENTRE STREET
NEW YORK, N.Y. 10013

November 28, 1995

The City of New York
Office of the Coordinator of Criminal Justice
250 Broadway, 14th Floor
New York, New York 10007

To Whom It May Concern:

The purpose of this letter is to apprise you of the outstanding work performed by attorneys who work for the Neighborhood Defender Services of Harlem (NDS). As the Judge who presides over the Youth Part of New York County, I am in the somewhat unique position of observing the representation provided by these attorneys at virtually every significant phrase of the court process, from arraignment on the indictment through plea or trial, and sentence. Without exception, their representation of indigent defendants at each stage is excellent.

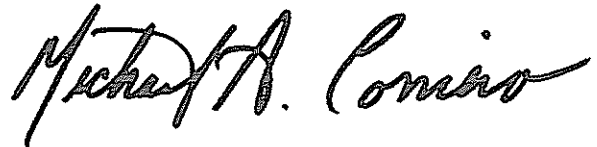
The juvenile offenders who appear before me are prosecuted as adults in Supreme Court because of the extremely serious nature of the crimes charged. Given the type of case and tender age of the defendant, juvenile offender prosecutions invariably raise both complex legal questions as well as sensitive social issues. NDS lawyers have distinguished themselves in representing JOs by their thorough preparation and zealous advocacy.

At Supreme Court arraignment, these lawyers are consistently prepared with extensive background information and detailed reports regarding the child's family and school background, prior criminal history (if any), and possible alternative to incarceration programs. However, NDS's efforts on behalf of JOs go even further at this early stage. If a child has previously been counselled by a social worker or community based program representative prior to appearing in the Youth Part, NDS ensures that the social worker or representative also appears in court on behalf of the child. Through such "extra" efforts, the court is provided with sufficient material to make an informed decision regarding bail and, if appropriate, alternative to incarceration placement.

In cases which proceed through motion practice and trial, NDS attorneys again perform with the utmost professionalism and skill. The motion papers which are submitted are not pro forma or boilerplate. They are thoughtfully prepared and, if necessary, competently argued. The oral advocacy skills of NDS lawyers are among the best -- these lawyers are not only well versed in current caselaw, but are well trained in trial techniques and strategies. NDS's effective representation of juvenile offenders is evident particularly when one looks at the critical issue of youthful offender treatment. In many cases, youthful offender treatment is "earned" by the juvenile offender, post plea, only after he successfully participates in an ATI program for one year, abides by a curfew, and attends school. NDS lawyers have often proposed creative methods for juvenile offenders to demonstrate that they deserve Y/O treatment. These methods, which combine restitution, split sentences and ATI program involvement, have had a discernible positive impact on the lives of these young defendants.

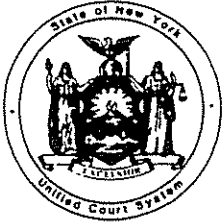
It is my sincere hope that Neighborhood Defender Services of Harlem will be in a position to continue its notable and necessary work for indigent defendants in this city. Please call me at any time if you need my further input on this important issue.

Sincerely,

A handwritten signature in black ink that reads "Michael A. Conisio". The signature is written in a cursive, flowing style.

MAC:ltm

Supreme Court
of the
State of New York



HAROLD BEELER
ACTING JUSTICE OF THE SUPREME COURT

JUSTICE'S CHAMBERS
111 CENTRE STREET
NEW YORK, N.Y. 10013

November 27, 1995

The City of New York
Office of the Coordinator of Criminal Justice
250 Broadway, 14th Floor
New York, New York 10007

To whom it may concern:

As an Acting Supreme Court Justice in New York County, I have had numerous occasions to observe the work of the attorneys in the Office of the Neighborhood Defender Service of Harlem. On the whole, the attorneys have impressed me with their devotion to their clients and to the provision of quality legal services.

I have been particularly impressed by the willingness of the NDS Office to take on and litigate any and all cases, no matter how serious the charge or difficult the client. NDS attorneys view hard cases as a challenge not a basis for being relieved.

In handling a range of difficult cases, NDS uses all of the tools and tactics available to it. The attorneys are well trained and supervised. Their motion practice is consistently excellent, with few boiler plate submissions. Although certainly reflecting a range of skill levels, the attorneys are by and large talented trial attorneys, who neither fear, nor cavalierly seek trial. When trial is not in their clients best interests, they engage in extensive creative plea bargaining and sentencing advocacy.

My one reservation about the office is in some measure a direct result of those qualities which I admire. The attorneys are sometimes overextended and unavailable to go forward on individual matters. Cases which I believe could be resolved more expeditiously are continuously adjourned to try yet another unlikely attempted resolution. I am satisfied, however, that this criticism is part of a natural strain between the bench and bar in a high volume system; and that in the final analysis I would prefer a zealous, over worked defense attorney than an accessible but indifferent one.

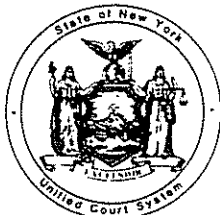
I can offer no thoughts regarding relative costs, or even the advisability of a NDS expanded in the manner contemplated by the City's Request for Proposals. I can only state from the perspective of the trial bench that this group of attorneys has consistently provided quality legal services and deserves serious consideration as a continuing presence in the defense community.

Very truly yours,

A handwritten signature in cursive script that reads "Harold B. Beeler". The signature is written in black ink and includes a long horizontal flourish extending to the right.

Harold B. Beeler
Acting Justice of the
Supreme Court

Supreme Court
of the
State of New York



HAROLD J. ROTHWAX
ACTING SUPREME COURT JUSTICE

JUSTICES' CHAMBERS
100 CENTRE STREET
NEW YORK, N.Y. 10013

November 27, 1995

The City of New York
Office of the Coordinator of Criminal Justice
250 Broadway, 14th Floor
New York, New York 10007

Dear Sir or Madam:

I am pleased to write a letter on behalf of the Neighborhood Defender Service of Harlem. I have served in the Criminal Term of the Supreme Court for the past 25 years and I have found the lawyers who appear on behalf of the NDS always to be well prepared, responsible, talented and dedicated.

The NDS lawyers are highly motivated and they are invariably knowledgeable about the law and the facts in the cases which they have handled in my court room. As a result of their in-depth preparation they are able to establish a solid attorney - client relationship. Their thoroughness also leaves the court with a confident feeling that the defendant is being well represented.

The NDS lawyers have tried a number of serious felonies in my court, including murder, and I have been impressed with their training, preparation and presentation - they have been outstanding advocates on behalf of their clients.

I do hope that you will permit this outstanding group to continue to provide the fine quality of legal services which we in the courts have come to expect of the NDS lawyers.

If there is any further information that you feel I can provide please do not hesitate to contact me.

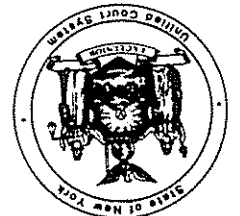
Sincerely,

Harold J. Rothwax
Justice

CHAMBERS
100 CENTRE STREET
NEW YORK, N.Y. 10013

November 27, 1995

ROSALYN H. RICHTER
JUDGE



Criminal Court
of the
City of New York

The City of New York
Office of the Coordinator of Criminal Justice
250 Broadway, 14th Floor
New York, N.Y. 10007

To Whom It May Concern:

I am writing to commend the work of the Neighborhood Defender Service of Harlem (NDS).

In my position as a Criminal Court Judge in Manhattan, I have had the opportunity to watch the work of this agency and have been impressed with the quality of the representation they provide. Their attorneys are prompt, prepared and have an excellent rapport with both their clients and the clients' family members.

In arraignments, the attorneys from NDS always have a great deal of information about their clients and their community ties. They are aware of the defendant's living and working situation and can provide specific details about community, church or social programs in which a defendant or his/her family is involved. This information is essential to my ability to make an informed decision about bail and to any plea discussions that may occur at arraignments.

NDS attorneys also have appeared before me in calendar parts and have tried cases in my courtroom. They have creative suggestions that often lead to dispositions and can provide alternative sentencing programs which are tailored to the particular client's situation. When a case proceeds to trial, they are excellent advocates, are organized and are familiar with the applicable law.

In criminal court, attorneys often have not spent sufficient analyzing their cases or meeting with their clients. The failure to prepare a case properly causes unnecessary delay and congestion in the system. The thorough work of NDS lawyers stands in stark contrast to the poor preparation of cases that I see on a daily basis. The time that NDS lawyers spend with their clients and their in depth knowledge of the client's background and the existing community programs ensures that cases are resolved efficiently and appropriately.

For the reasons set forth above, I believe that it would be a loss to the criminal justice system if

NDS was not allowed to continue its work. I therefore support their request for funding. If you have any questions or need any further information, please contact me at 212-374-8307.

Very truly yours,

Rosalyn Richter
Judge Rosalyn Richter



OFFICE OF SPECIAL NARCOTICS
80 CENTRE STREET • SIXTH FLOOR • NEW YORK, NY 10013

ROBERT H. SILBERING
Special Narcotics Prosecutor
for the City of New York



Ms. Robin Steinberg
Deputy Project Director
The Neighborhood Defender Service of Harlem
55 West 125th Street
New York, New York 10027

Dear Ms. Steinberg:

The Alternative Sentencing Bureau of the Office of Special Narcotics for the City of Harlem (NDS) is pleased to support the application of The Neighborhood Defender Services of New York to support the application of legal services to indigent defendant.

The Office of Special Narcotics (OSN) developed the city's first comprehensive criminal justice approach to reducing drug distribution and use. The augment OSN's unique and vigorous city-wide prosecution of narcotics traffickers the Special Prosecutor created a specialty bureau to develop, implement, manage and monitor a comprehensive series of alternative to incarceration programs for non-violent low level drug offenders who addiction and unemployment is the primary cause of their affiliation with the drug trade.

The Alternative Sentencing Bureau (ASB) of OSN has worked with NDS for over 4 years and has grown to appreciate their work ethic, work product, commitment to the clients referred to them and their ability to maintain a productive working relationship with ASB prosecutors and their professional staff. NDS has proven to be one of the most reliable contractors for the provision of defender services. Prompt attention to pending matters and issues, complimented with consistent follow through by the legal and non-legal staff of NDS, makes them ideal candidates to represent indigent defendants in an over-crowded and over-burdened criminal justice system. ASB would work with NDS again without hesitation if the opportunity presents itself in the future. In closing, ASB heartily supports their application and will be glad to answer any further questions in that regard.

Sincerely,

Rhonda Ferdinand
RHONDA FERDINAND
Deputy Chief Assistant District Attorney

RF/rdd



Thomas Schiells
Assistant District Attorney

Very truly yours
Thomas Schiells

I believe that the Neighborhood Defender Service of Harlem is highly qualified to represent indigent defendants in a professional manner.

I found the NDS attorneys to be professional in all aspects of their practice. They were always prepared and skillful in the courtroom. Their written work was well-reasoned and persuasive. It was always apparent that their investigation of each case was thorough, enabling them to provide their clients with the best possible representation. They also demonstrated a genuine concern for their clients.

Over the past few years I have handled the prosecution of several cases in which the defendants were represented by the Neighborhood Defender Service of Harlem. Additionally, I have had occasion to observe the performance of NDS attorneys in court on a variety of other cases.

To whom it may concern:

City of New York
Office of the Criminal Justice Coordinator
250 Broadway
New York, N.Y., 10007

November 20, 1995

ROBERT M. MORGENTHAU
DISTRICT ATTORNEY



DISTRICT ATTORNEY
OF THE
COUNTY OF NEW YORK
ONE HOGAN PLACE
NEW YORK, N.Y. 10013
(212) 335-9000



Deputy Minority Leader
David A. Paterson

David A. Paterson

Sincerely,

The Neighborhood Defender Service of Harlem is an important service to the people of this community and will continue to provide quality legal representation to its residents. It is my request that you look favorably upon their proposal.

Their prompt assistance, availability to the community, diverse criminal defense teams, dedicated staff and excellent advocacy skills make the NDS a valuable resource.

For close to five years the NDS has been providing legal services in this district by creating a legal practice which serves the needs of this community. Along with their clients, the NDS staff also works with the clients' families, police and prosecutors in an effort to divert their clients away from jail and into treatment programs.

I am writing this letter in support of the Neighborhood Defender Service of Harlem. I represent the 29th State Senatorial district which includes central Harlem.

Dear Mr. Wax:

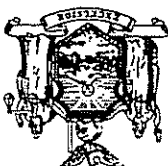
Attention: Mr. Ari Wax

Office of the Mayor
Criminal Justice Coordinator
250 Broadway, 14th Floor
New York, New York 10007

November 27, 1995

DAVID A. PATERSON
SENATOR, 29TH DISTRICT
DEPUTY MINORITY LEADER
COMMITTEES:
CODES
CHILDREN AND FAMILIES
ELECTIONS
HOUSING AND COMMUNITY DEVELOPMENT
MENTAL HEALTH
AND DEVELOPMENTAL DISABILITIES
RULES

THE SENATE
STATE OF NEW YORK



PLEASE REPLY TO:
 DISTRICT OFFICE
ADAM CLAYTON POWELL
STATE OFFICE BUILDING
163 WEST 125TH STREET
SUITE 932
NEW YORK, NY 10027
(212) 961-8500
FAX (212) 678-0001
 SATELLITE OFFICE
656 WEST 181ST STREET
NEW YORK, NY 10033
(212) 795-0808
 ALBANY OFFICE
ROOM 413
LEGISLATIVE OFFICE BUILDING
ALBANY, NY 12247
(518) 455-2441
FAX (518) 432-8831



THE COUNCIL
OF
THE CITY OF NEW YORK
CITY HALL
NEW YORK, N.Y. 10007

C. VIRGINIA FIELDS
Council Member
9th Council District, Manhattan

COMMITTEES

Land Use
Chairperson Subcommittee
on Permits, Dispositions and
Commissions
Finance
Standards & Ehtics
Health
Youth

November 28, 1995

Office Of The Mayor
Criminal Justice Coordinator
250 Broadway, 14th Floor
New York, New York 10007

Attention: Mr. Ari Wax

Dear Mr. Wax:

I am writing this letter in support of the Neighborhood Defender Service of Harlem's response to the city RFP for legal services. As the Council Member who represents Central Harlem, my office has had many occasions to refer constituents to them.

In our experiences with them, we have found them to offer an excellent quality of legal defense and counsel to the residents of this community. They have provided representation at the precinct level, attended line-ups and arranged for voluntary surrender of clients to the police when requested to do so.

For the past five years, NDS has been outstanding in the delivery of criminal defense services for indigent defendants in Harlem. They work with community groups, local schools, churches and tenant associations to increase their understanding of the criminal justice system.

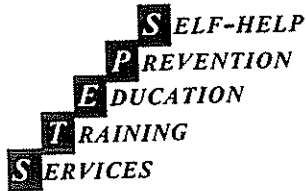
It is for these reasons, I believe that the Neighborhood Defender Service can provide the necessary and expanded criminal defense services the city is seeking. I would urge you to give their proposal all due consideration.

Sincerely,


C. Virginia Fields

STEPS TO END FAMILY VIOLENCE

A FAMILY PROGRAM OF EDWIN GOULD SERVICES FOR CHILDREN



SR. MARY NERNEY, CND
DIRECTOR

104 East 107 Street
New York, New York 10029
(212) 410-4200
(212) 410-4345 Fax

November 21, 1995

The City of New York
Office of the Coordinator of Criminal Justice
250 Broadway
14th Floor
New York, New York 10007

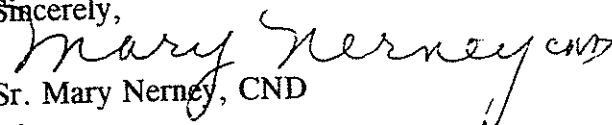
TO WHOM IT MAY CONCERN:

It is with great pleasure that we at STEPS To End Family Violence write this letter of support on behalf of the Neighborhood Defender Service of Harlem. We have been privileged to work with NDS over the past five years and know just how good they are on behalf of our clients.

STEPS is an alternative to incarceration program for abused women. As such we work with clients from all the boroughs. However, we are thrilled when we have a client that lives in the Harlem area and has NDS as their lawyer. At times we have been able to obtain the services of NDS especially when the person has just been arrested but does not have a lawyer. Having a team of lawyers, social workers, and investigation staff ready and willing to do anything and go anywhere to develop the strategy needed for the particular case is most impressive. The staff at NDS understand the work we do and are active partners with us as we provide the support, counseling, and services that our client needs as well as her family. They keep ongoing contact with us informing us of the progress of the case in court and ascertaining the progress of this mutual client in our program.

This is the best and highest quality of legal representation I have seen by any legal service organization. Please allow them to continue their fine work in the future by granting them the opportunity to work on behalf of indigent clients throughout Manhattan. If you have additional questions, or wish any other information, please do not hesitate to contact me. Thank you for the opportunity to tell you about the great work that NDS does.

Sincerely,


Sr. Mary Nerney, CND
Director



November 21, 1995

OFFICERS

Marshall Goldberg
Chairperson
Judith D. Wallach, Ph.D.
Vice Chairperson
Jane Velez
President
Alan R. Vogeler, Jr., Esq.
Secretary

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Julien J. Studley
Barbara Taylor
Bruno E. Ziolkowski

Davidoff & Malito
Counsel

The City of New York
Office of the Coordinator of Criminal Justice
250 Broadway, 14th Floor
New York, NY 10007


To Whom It May Concern:

I am pleased to write this letter of support on behalf of the Neighborhood Defender Service (NDS) of Harlem. Project Return Foundation, Inc. (PRF), a comprehensive human service agency founded in 1970, provides residential treatment services to substance abusers, and serves special populations such as HIV-positive clients, persons with mental health problems, pregnant women, gays and lesbians, and individuals with various disabilities.

Our experience with NDS has been extremely positive. Many clients referred to PRF need help to cope with social issues that hinder their ability to become productive citizens of society. NDS provides support beyond the court case to actively assist its clients to break the "revolving door" cycle. Its caring staff are partners in the rehabilitative process to insure client progress. NDS continues to serve the indigent members of Harlem and provide individuals with information and, more importantly, help.

It is our hope that NDS will continue to be serve the Harlem community and help individuals with their problems.

Sincerely,



Jane Velez
President

JV/jc





**55 West 125th Street
New York, NY 10027
(212) 961-8126/8521
Fax (212)369-2374**

November 21, 1995

The City Of New York
Office of the Coordinator of Criminal Justice
250 Broadway, 14th Floor
New York, New York 10007

To Whom It May Concern:

I am pleased to write this letter of support on behalf of the Neighborhood Defender Service of Harlem (NDS). Our organization, The Harlem Vet Center, U.S. Department of Veterans Affairs, is an outreach and counseling service that assists combat veterans and women veterans resolve war-related psychological difficulties and help achieve a successful post-war and post-military readjustment to civilian life. Towards these objectives the Vet Center provides a mix of psychological and social services: psychological counseling and psychotherapy (individual, group, and family), outreach, networking and referral, employment counseling, education, substance abuse services, aftercare, and referral to and consultation with professionals and conjoint services of Veterans Affairs Medical Centers and clinics. The Vet Center also provides referrals to local community agencies in an effort to resolve war-related psychological, concrete, and legal difficulties.

The Vet Center has interfaced with NDS for the past several years, as a significant number of veterans, especially Viet Nam veterans, have been incarcerated. Others are still experiencing brushes with the law and appearing before the criminal justice system and its courts, without adequate legal representation.

NDS has been very effective in assisting the Vet Center on two fronts. First, as a legal services provider, it has provided invaluable assistance to our veterans here in Harlem. Secondly, the service has allowed the Vet Center to use much needed space to run groups and hold meetings when no other space was available.



Consequently, our experience with the Neighborhood Defender Service of Harlem has been overwhelmingly positive. The staff's desire to make maximum use of the social services available to their clients from this and other agencies is apparent from the frequent referrals we receive from them. Most impressive, however, is that NDS sees its responsibility as extending beyond the life of the court case, and plays an active role in assisting its clients in addressing the broader problems they face. NDS staff maintain regular contact with our agency in order to keep abreast of clients' progress. They are willing partners with us in our effort to help individuals confront and deal with social issues that impede their ability to live more productive lives.

The dedicated and talented staff of the Neighborhood Defender Service of Harlem provide an exceptionally high quality of representation for indigent members of Harlem who need their services. We hope that they will be allowed to continue their fine work in the future.

Sincerely,

A handwritten signature in black ink, appearing to read "Eric Glaude". The signature is fluid and cursive, with a large initial "E" and "G".

Eric Glaude", CSW, Readjustment Counseling Therapist
Team Leader-Harlem Vet Center

EXHIBIT 5

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Team Leader Evaluation

Name _____

Joined NDS: _____

	Outstand- ing	Satisfac- tory	Needs Improvement and/or Training
1. Regular personal participation in Legal Practice Seminars			
2. Encourages team members to attend and participate in Legal Practice Seminars			
3. Keeps current on legal developments and changes in the law			
4. Effectively communicates team's concerns in team leader meetings			
5. Attends and participates in team leader meetings in a constructive and meaningful way			
6. Assists other team leaders when problems arise and back-up or coverage is needed			
7. Follows protocols set forth by P.D./Dep. P.D. (i.e., defense service requests, homicide protocols, vacation, sick time, trial schedules, etc.)			
8. Manages intake effectively			
9. Establishes co-counseling relationships on the team and fosters their development			
10. Effectively encourages and promotes teaming and collaborative work			
11. Manages intra-team disputes effectively and fairly			
12. Encourages the growth & development of the community workers			
13. Encourages the growth & development of the administrative assistants			
14. Works effectively with, and supervises carefully, interns			
15. Works well with other team leaders			
16. Establishes relationships with staff from other teams that promote growth and development			
17. Works well with the office administrative staff			
18. Works effectively and constructively with the Chief of Social Work			
19. Attendance and participation in NDS Advisory Board Meetings			
20. Conducts regular team meetings			
21. Conducts case conferences with the lawyers in advance of a case reaching a "trial ready" posture			
22. Has a working knowledge of all cases on the team			

To the evaluator: Each year, the Deputy Project Director should review the development of each Team Leader in the areas indicated. The Deputy Project Director should indicate with a check mark the category that most closely describes the performance of the Team Leader in each area. For areas in which improvement is needed, the Deputy Project Director should then describe briefly below the plan for review or training in these areas. No plan should rely exclusively on training outside of NDS.

Dep. Proj. Dir: _____

Copy given to Team Leader by: _____

Date: _____

Discussed with Team Leader by: _____

Date: _____

Plan for next period: _____

Team Leader Signature: _____

Date _____

