

August 13, 2007

Writer's Direct Contact
415.268.7081
JBoddy@mofocom

David Coleman, Esq.
Public Defender
Contra Costa County
800 Ferry Street
Martinez, California 94553

Re: *Coleman v. Torre* Document Production

Dear David:

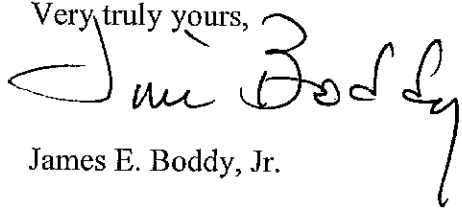
As we discussed in our telephone call earlier today, Respondent in the above matter has decided to produce the enclosed documents, Bates numbered. T 0001 – T0048, in further response to your Petition. These documents include:

- resumes submitted with the bids, with the home phone numbers and home addresses redacted for privacy reasons
- correspondence and emails with any of the bidders regarding the dependency representation bids
- a summary sheet of financial and other data taken from the bids, and
- Executive Committee minutes relating to consideration of the dependency representation bids.

In providing these documents, Respondent is not waiving any privilege it otherwise may have, including without limitation privileges relating to privacy or the deliberative process.

If you have any questions, please let me know.

Very truly yours,



James E. Boddy, Jr.

ANTONIO (TONY) ESTREMER

REDACTED

EDUCATION: University of Santa Clara, B.A., 1972
Boalt Hall School of Law, Berkeley, J.D., 1975

PROFESSIONAL EXPERIENCE:

September 1997 to Present: Directing Attorney, Legal Aid Society of Santa Clara County.
Responsible for overall management, administration and supervision of legal services program and staff consisting of 12 attorneys, 15 paralegals, 10 support staff, and 6 management/administrative staff persons with priorities in the areas of housing, fair housing, housing mediation, public benefits, family, immigration, consumer and individual rights, including impact litigation. Also responsible for property management for Agency's building, staffing of Board of Directors and Board Committees and the implementation of Board priorities and program, negotiations between management and union representatives, and fundraising activities. Responsible for an Agency budget of almost seven million dollars (\$7,000,000).

June 1987 to Present: Managing Attorney, Legal Aid Society of Santa Clara County.

Chief Legal Officer, primarily responsible for general management and administration of legal services program; primarily responsible for supervision of program staff consisting of 12 attorneys and support staff with priorities in the areas of housing, public benefits, family, and individual rights.

April 1984 to May 1987: Corporate General Counsel, Economic and Social Opportunities, Inc. San Jose, California.

Responsible for Agency's legal representation in all legal matters, including any and all civil action proceedings and acting as co-counsel when insurance defense provided. Provided advice to Agency Executive Director and Board of Directors on legal issues, reviewing all Agency contracts with funding sources and preparing all contracts for goods and services. Acted as part of the managerial team reviewing audit findings, advising the Board regarding corrections and preparing challenges to negative findings. Represented Agency at all administrative hearings regarding audit questions, as well as programmatic and regulatory disputes.

Also acted as Agency's Affirmative Action Officer and Personnel Manager, coordinating the provision of managerial and supervisorial training to staff.

January 1983
to
April 1984:

Attorney at Law/ Senior Associate, FLORES, ESTREMER & BARRIOS,
San Jose, California.

Engaged in the private general practice of law, including the representation of small businesses in general business litigation. The law firm also specialized in providing corporate legal advice and representation to local private non-profit community-based corporations. The majority of clients were generally working people, requiring that our Law Firm maintain a general practice character, litigating in the areas of domestic relations, criminal, juvenile, landlord-tenant, workers compensation, personal injury, labor relations and small estates. In addition, the Law Firm included an office in Los Angeles which specialized in Bankruptcy and one in Seattle, Washington, which specialized in representing Native American Tribes in the southwestern U.S.

Maintained own clientele, as well as assisted in the managing of the Law Firm, responsible for supervision and training of the Firm's paralegal and support staff.

February 1977
to
December 1982:

Attorney at Law/ General Partner, ESTREMER & GALLARDO & HAWES,
San Jose, California.

Engaged in the private general practice of law with special emphasis on the problems of low and moderate income persons. Litigated extensively in the areas of domestic relations, criminal, juvenile, landlord-tenant, workers compensation, personal injury, and with less frequency, labor relations and small estates.

In 1978, primarily through my efforts, the Law Firm established and maintained three different group legal services contracts with local public employees labor

unions, representing their memberships. These contracts required us to maintain the general practice character of our practice. In addition, our Law Firm provided consultant services to the San Jose Housing Service Center for a number of years. The Law Firm also provided litigation support for the Cannery Workers' Service Center in San Jose.

In addition to partnership casehandling responsibilities, acted as the managing partner which included responsibility for the following: preparing budgets, costs estimates and financial analysis; hiring, training and supervising both attorneys and support staff; managing office/client files, records and all other Law Firm related business.

May 1976
to
February 1977:

Landlord-Tenant Counselor, Mediator and Attorney,
Housing Service Center, San Jose, California.

Landlord-tenant counselor providing counseling to both tenants and landlords regarding their legal rights and obligations. Conducted training and mediation sessions with both groups. Provided legal services to the Center on a staff basis until leaving to open own practice. Thereafter, continued affiliation with the Center, providing litigation services and consultation on a contract basis in association with Hon. Jeremy Fogel.

September 1975
to
May 1976:

Field Representative/Business Agent, S.E.I.U., Union Local
715, San Jose, California.

Provided union representation to Santa Clara County Employee union members under Collective Bargaining Agreements. Responsible for representing members in bargaining units at both arbitrations and administrative hearings.

PROFESSIONAL AFFILIATIONS:

Member, State Bar of California
Member, Santa Clara County Bar Association
Member, Public Lawyers' Section, Santa Clara County Bar Association
Member, Women Lawyers' Section, Santa Clara County Bar Association
Member, Santa Clara County La Raza Lawyers' Association

SPECIAL SKILLS & CREDENTIALS:

Licensed to practice law in California
Certified by Federal District Court of Northern California & 9th Circuit Court of Appeals
Community College Teaching Credential in Law
Fluent in Spanish

CIVIC ACTIVITIES/PUBLIC POLICY:

Director, Santa Clara County Water District Board of Directors (1996- Present)
Board Chair (2000-2001)/ Vice-Chair (1999-2000; 2006)
Member, Board of Trustees, San Jose/Evergreen Community College (1990-1994);
Board President (1992-1993)/ Vice President (1991-1992)
Chair, Mayor's Committee on Minority Affairs (1982-1986)
Member, YMCA/Central Board of Managers, (1987 to 1989)
Member, Santa Clara County Personnel Board (1978-1987)
Board Chair (1982-1987)
Member, Board of Directors, Legal Aid society (1986-1987)
Member, Board of Directors, East Valley Youth/Family Health Clinic (1985-1996)
Member, Red Cross East Side Youth Center Advisory Board (1985-1987)
Member, San Jose Municipal Stadium Task Force (1983)
Member, Santa Clara County Grand Jury (1981-1982)
Member, Santa Clara County Hospital Advisory Board (1979)
Member, Santa Clara County Housing Task Force (1978-1979)

STEPHEN ANTHONY AVILLA

REDACTED

EMPLOYMENT

ATTORNEY COORDINATOR
SANTA CLARA COUNTY CONFLICTS PROGRAM
LEGAL AID SOCIETY OF SANTA CLARA COUNTY
480 NORTH 1 STREET
SAN JOSE, CALIFORNIA 95103.0103

Feb. 1997 to Present

Establishment and management of \$4.3 million Criminal Defense Conflicts Program for Santa Clara County, operated through the Legal Aid Society of Santa Clara County. Supervision of Conflicts Program staff, 90 panel attorneys and all other ancillary Support staff, including investigators and paralegals.

Supervisor: Jose Antonio Estremera, Directing Attorney of the Legal Aid Society of Santa Clara County. Telephone: (408) 283-1535, ext. 212.

TEAM LEADER-SUPERVISOR
MARICOPA COUNTY PUBLIC DEFENDERS' OFFICE
132 SOUTH CENTRAL AVENUE, SUITE 6
PHOENIX, ARIZONA 85004

Feb. 1988 to Jan. 1996

Major felony attorney, having conducted approximately 50 Jury trials, including high profile, complex litigation, the most notorious of which resulted in acquittal in the homicide case involving actor Bob Crane from "Hogan's Heros" television series. Supervision of five junior attorneys.

Supervisor: Dean Trebesch, Public Defender of the Maricopa County Public Defenders Office
Telephone: (602) 506-8203.

CITY ATTORNEY
CITY OF BULLHEAD CITY
BULLHEAD CITY, ARIZONA

Feb. 1987 to Feb. 1988

Establishment and operation of City Attorney's Office for City of Bullhead City, Arizona. Chief legal counsel to City Council, supervision of assistant city Attorneys and support staff.

STATE OF ARIZONA RESIDENTIAL UTILITY CONSUMER OFFICE
PHOENIX, ARIZONA 85007

Jan. 1984 to Jan. 1987

Chief trial attorney in all administrative and civil litigation, including complex, high profile proceedings involving the establishment of utility rates in nuclear power plant proceedings. Chief policy advisor to Board. Supervision of agency attorneys and support staff, and negotiation of all agency contracts.

ASSISTANT ATTORNEY GENERAL
ARIZONA ATTORNEY GENERAL'S OFFICE
1245 WEST WASHINGTON AVENUE
PHOENIX, ARIZONA 85007

Jan. 1978 to Dec. 1983

Principal Counsel to the Arizona State Banking Department, directing all civil and administrative proceedings involving civil prosecution of banking, securities and real estate fraud and serving as chief

T 0005

policy advisor to the Banking Superintendent. Responsible for largest banking and consumer fraud judgments awarded. During first year served as Counsel to the Civil Rights Division, responsible for the investigation and prosecution of claims of employment discrimination. Served as law clerk in the summers of 1976 and 1977.

Other Employment

Legislative AIDE TO UNITED STATES SENATOR JOSEPH MONTOYA. NEW MEXICO.
May 1975 to Sept, 1975

TEACHER ASSISTANT, UNIVERSITY OF CALIFORNIA, SPANISH AND PORTUGUESE,
Jan. 1973 to Sept. 1974

EDUCATION

Juris Doctorate Sept. 1974 to May 1977
BOALT HALL SCHOOL OF LAW
UNIVERSITY OF CALIFORNIA BERKELEY, CALIFORNIA

Masters Program Jan. 1973 to Dec. 1974
Department of Spanish and Portuguese
UNIVERSITY OF California BERKELEY, California

Bachelor of Arts Sept. 1968 to Dec. 1972
Department of Spanish/Latin American Studies
CALIFORNIA STATE UNIVERSITY Hayward, California

Universidad de Granada, Spain Sept. 1970 to Sept. 1972
Universidad de Madrid, Spain
International Study Abroad Program

STATE BAR ADMISSIONS

STATE OF CALIFORNIA
ADMITTED NOVEMBER, 1996

STATE OF ARIZONA
ADMITTED JANUARY, 1978

PROFESSIONAL ASSOCIATIONS

PAST MEMBER OF EXECUTIVE COMMITTEE OF LEGAL SERVICES STATE BAR OF CALIFORNIA

MEMBER OF CALIFORNIA ASSOCIATION OF PUBLIC DEFENDERS

MEMBER OF CALIFORNIA ATTORNEYS FOR CRIMINAL JUSTICE

MEMBER OF ARIZONA ATTORNEYS FOR CRIMINAL JUSTICE

PERSONAL INTERESTS

HOBBIES: Sailing; biking and gardening.

MARITAL STATUS: MARRIED 29 YEARS; THREE CHILDREN.

Superior Court of California

Bill Darden
Assistant Executive Officer
925-957-5600
Fax: 925-957-5605

COUNTY OF CONTRA COSTA
725 COURT STREET
P.O. BOX 911
MARTINEZ, CA 94553-0091



February 14, 2007

Public Defender
Contra Costa County
Attn: David C. Coleman
800 Ferry Street
Martinez, CA 94553

Dear Mr. Coleman,

We want to cordially invite you to participate in a meeting with our Review Committee on February 21, 2007 at 1:30 p.m. We anticipate the meeting to be approximately 30-45 minutes in length. The meeting will be held in the Family Law Center's 2nd Floor conference room, at 751 Pine Street, Martinez CA.

Areas of particular interest to be discussed will include (but may not be limited to):

- Mode of Operation – provide an overview of how appointed counsel would be managed and operated if under your organization's control. You may wish to consider: operations management, case assignments, case handling strategy, quality of service level, identification of local locations for conducting client meetings, and extending service coverage to east/central/west county court locations.
- Actual Representatives – provide the names of the actual attorneys used for PD/ADO services for each of the last two years.
- Cost Opportunities – provide a description of opportunities (if any), through reassignments, case handling strategy, management opportunities, or other county action, that would otherwise impact your organization's overall bid.
- Transition Process – provide a detailed description of how your organization would anticipate proceeding through a transition from any current provider representatives, including costs of current representation, transitioning cases, caseloads, etc. to a new provider(s).

T 0007

- ♦ **Additional Information** – provide any additional information your organization would like to present for consideration, including the identification of any/all portions of your RFP bid that should be treated as confidential once the RFP process is completed.

Sincerely,

A handwritten signature in black ink, appearing to read 'Bill Darden', with a large, stylized flourish extending to the right.

Bill Darden
Assistant Executive Officer

Superior Court of California

Bill Darden
Assistant Executive Officer
925-957-5600
Fax: 925-957-5605

COUNTY OF CONTRA COSTA
725 COURT STREET
P.O. BOX 911
MARTINEZ, CA 94553-0091



February 14, 2007

Legal Aid Society of Santa Clara County
Attn: Antonio Estremera, Directing Attorney
W. Robert Morgan Legal Services Center
480 North First Street
P.O. Box 103
San Jose, CA 95103-0103

Dear Mr. Estremera,

We want to cordially invite you to participate in a meeting with our Review Committee on February 21, 2007 at 2:30 p.m. We anticipate the meeting to be approximately 30-45 minutes in length. The meeting will be held in the Family Law Center's 2nd Floor conference room, at 751 Pine Street, Martinez CA.

Areas of particular interest to be discussed will include (but may not be limited to):

- Mode of Operation – provide an overview of how appointed counsel would be managed and operated if under your organization's control. You may wish to consider: operations management, case assignments, case handling strategy, quality of service level, identification of local locations for conducting client meetings, and extending service coverage to east/central/west county court locations. Additionally, please identify if there is a local managing attorney in the budget and at what cost.
- Counsel Representation – provide more clarification of who your organization's counsel representatives might be along with any applicable experience in the area of juvenile representation. Additionally, provide an estimated percentage of representation among Legal Aid attorneys, local (Contra Costa) attorneys, etc.
- Caseload Process – provide a detailed description of how many attorneys would be used to meet current/anticipated caseload requirements, along with any conditions under which your proposal would require re-negotiation.

T 0009

- **Transition Process** – provide a detailed description of how your organization would anticipate proceeding through a transition from any current provider representatives, including costs of current representation, transitioning cases, caseloads, etc.
- **Recommendations** – provide current recommendations as a response to this specific RFP bid for juvenile representation.
- **Escape Clause** – provide a description of anticipated events under which either party would consider removing themselves from an existing contractual agreement.
- **Additional information** – provide any additional information your organization would like to present for consideration, including the identification of any/all portions of your RFP bid that should be treated as confidential once the RFP process is completed.

Sincerely,



Bill Darden
Assistant Executive Officer

Superior Court of California

Bill Darden
Assistant Executive Officer
925-957-5600
Fax: 925-957-5605

COUNTY OF CONTRA COSTA
725 COURT STREET
P.O. BOX 911
MARTINEZ, CA 94553-0091



February 14, 2007

The Law Offices of Dale S. Wilson
2001 21st Street, Suite 200
Sacramento, CA 95818

Dear Mr. Wilson,

We want to cordially invite you to participate in a meeting with our Review Committee on February 21, 2007 at 3:30 p.m. We anticipate the meeting to be approximately 30-45 minutes in length. The meeting will be held in the Family Law Center's 2nd Floor conference room, at 751 Pine Street, Martinez CA.

Areas of particular interest to be discussed will include (but may not be limited to):

- Mode of Operation – provide an overview of how appointed counsel would be managed and operated if under your organization's control. You may wish to consider: operations management, case assignments, case handling strategy, quality of service level, identification of local locations for conducting client meetings, and extending service coverage to east/central/west county court locations.
- Counsel Representation – provide more clarification of who your organization's counsel representatives might be along with any applicable experience in the area of juvenile representation. Additionally, provide an estimated percentage of representation among your attorneys, local (Contra Costa) attorneys, etc.
- Caseload Process – provide a detailed description of how many attorneys would be used to meet current/anticipated caseload requirements, along with any conditions under which your proposal would require re-negotiation.
- Transition Process – provide a detailed description of how your organization would anticipate proceeding through a transition from any current provider representatives, including costs of current representation, transitioning cases, caseloads, etc.

T 0011

- **Escape Clause** – provide a description of anticipated events under which either party would consider removing themselves from an existing contractual agreement.
- **Additional Information** – provide any additional information your organization would like to present for consideration, including the identification of any/all portions of your RFP bid that should be treated as confidential once the RFP process is completed.

Sincerely,

A handwritten signature in black ink, appearing to read 'Bill Darden', with a stylized flourish extending from the end.

Bill Darden
Assistant Executive Officer

Superior Court of California

Bill Darden
Assistant Executive Officer
925-957-5600
Fax: 925-957-5605

COUNTY OF CONTRA COSTA
725 COURT STREET
P.O. BOX 911
MARTINEZ, CA 94553-0091



February 14, 2007

The Contra Costa County Bar Association
Attn: David J. Briggs
910 Court Street
Martinez, CA 94553

Dear Mr. Briggs,

We want to cordially invite you to participate in a meeting with our Review Committee on February 21, 2007 at 4:30 p.m. We anticipate the meeting to be approximately 30-45 minutes in length. The meeting will be held in the Family Law Center's 2nd Floor conference room, at 751 Pine Street, Martinez CA.

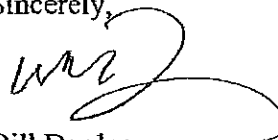
Areas of particular interest to be discussed will include (but may not be limited to):

- Mode of Operation – provide an overview of how appointed counsel would be managed and operated if under your organization's control. You may wish to consider: operations management, case assignments, case handling strategy, quality of service level, identification of local locations for conducting client meetings, and extending service coverage to east/central/west county court locations.
- Cost Opportunities – provide a description of opportunities (if any), through reassignments, case handling strategy, management opportunities, or use of full time attorneys that would otherwise impact your organization's overall bid.
- Representation – provide an analysis (advantages/disadvantages) of why your preference is for a large panel of attorneys as compared to having full time or contract(s) for blocks of cases with smaller numbers of attorneys.
- Transition process – provide a detailed description of how your organization would anticipate proceeding through a transition from any current provider representatives, including costs of current representation, transitioning cases, caseloads, etc. to a new provider(s).

T 0013

- ♦ **Additional Information** – provide any additional information your organization would like to present for consideration, including the identification of any/all portions of your RFP bid that should be treated as confidential once the RFP process is completed.

Sincerely,

A handwritten signature in black ink, appearing to read 'Bill Darden', with a large, sweeping flourish extending to the right.

Bill Darden
Assistant Executive Officer



PUBLIC DEFENDER

Contra Costa County

David C. Coleman
Public Defender

CENTRAL/EAST OFFICE
Supervising Attorneys

Patrick Cannon
Suzanne J. Chapot
Susan Hatcher

February 15, 2007

Phillip Crawford, RFP Consultant
Superior Court of California
County of Contra Costa
649 Main Street
Martinez, CA 94553

Re: Proposal to Provide Representation in Juvenile Dependency Proceedings in Contra Costa
County Superior Court

Dear Mr. Crawford:

My Department's proposal submitted on January 8, 2007, contained an erroneous calculation in projecting future salaries of attorney staff. Those salary levels have been the subject of just concluded labor negotiations.

We have revised the proposed budgets under both staffing options we submitted, and done so for all three years of the contract term. Those revised budget calculations are enclosed herewith. The pages are labeled 85A through 96A to correspond to the page numbers in Section 4.7 of our proposal. Also included herewith is a one page synopsis of the difference between the original budget proposal and this revised budget proposal.

I apologize to you, any reviewers of this proposal, and to your staff for this oversight. I hope you will accept these revised budget figures as you consider the proposals that have been submitted.

If I can provide any further information or clarification, please contact me at your convenience.

Sincerely yours,

David Coleman
Public Defender

Encl.

T 0015

PUBLIC DEFENDER
Proposal for Dependency Representation

Staffing Option #1 - Presumes staffing of 14 attorneys.

	Original		Revised		Difference
	Staffing Option #1	Average per Case	Staffing Option #1	Average per Case	
Fiscal Year 2007-08	3,923,436	1,237	3,451,314	1,088	(472,122)
Fiscal Year 2008-09	4,073,965	1,284	3,585,266	1,130	(488,699)
Fiscal Year 2009-10	4,252,504	1,341	3,832,000	1,208	(420,504)
Total Three Years	\$12,249,905		\$10,868,580		\$(1,381,325)

Staffing Option #2 - Presumes staffing of 12 attorneys.

	Original		Revised		Difference
	Staffing Option #2	Average per Case	Staffing Option #2	Average per Case	
Fiscal Year 2007-08	3,595,177	1,133	3,168,652	999	(426,525)
Fiscal Year 2008-09	3,733,854	1,177	3,292,354	1,038	(441,500)
Fiscal Year 2009-10	3,876,897	1,222	3,419,992	1,078	(456,905)
Total Three Years	\$11,205,928		\$ 9,880,998		\$(1,324,930)

PERSONAL AND PROFESSIONAL SERVICES

2007-2008 STAFFING OPTION #1

PERSONNEL (Please modify position titles as appropriate.)	Number of positions (FTEs)	Annual Salary per FTE	Total Annual Cost
Executive Director (Public Defender)			\$0.00
Managing Attorneys (Assistant Pub. Defend)	1.00	\$151,729.47	\$151,729.47
Supervising Attorneys (Public Defender IV)	2.00	\$134,266.46	\$268,532.93
Senior Attorneys (Public Defender III)	10.00	\$122,684.78	\$1,226,847.84
Attorneys (Public Defender II)			\$0.00
Entry-Level Attorneys (Public Defender I)	2.00	\$65,352.03	\$130,704.06
Supervising Social Workers			\$0.00
Senior Social Workers			\$0.00
Social Workers (DCA - Admin Intern #25)	6.00	\$48,641.57	\$291,849.39
Supervising Investigators (Chief Investigator)			\$0.00
Senior Investigators (Pub. Defend. Invest. II)			\$0.00
Investigators			\$0.00
Supervising Paralegal			\$0.00
Senior Paralegal			\$0.00
Paralegals (Paralegal)	1.00	\$48,616.54	\$48,616.54
Supervising Secretary (Admin. Serv. Ass. III)			\$0.00
Senior Secretary			\$0.00
Secretary (Senior Clerk)	4.00	\$42,381.61	\$169,526.45
IT Administrator (Network Admin. II)			\$0.00
Bookkeeper			\$0.00
Other (Specify in Budget Narrative)			\$0.00
NET SALARIES			\$2,287,806.68

ANNUAL BENEFIT COST	\$800,732.34
Benefits as Percent of Salaries	35.0%

ADDITIONAL PROFESSIONAL SERVICES	Annual No. of	Hourly Rate	Total Annual Cost
Contractual Attorney Services			\$0.00
Interpreters			\$0.00
Court-Ordered Professional Services			\$8,000.00
Other (Specify in Budget Narrative)			\$1,500.00

TOTAL PERSONAL and PROFESSIONAL SERVICES \$3,098,039.02
OPERATING EXPENSES

TRAVEL	Annual No. of Miles/Lodging Nights/Per Diems Provided	Mileage, Lodging Rate or Per Diem Rate	Total Annual Cost
Mileage			\$27,000.00
Lodging			\$2,500.00
Per Diem			\$0.00
Other (please specify)			\$0.00

ANNUAL TRAINING BUDGET \$45,000.00

INSURANCE	
Commercial General Liability	
Business Automobile Liability	
Professional Liability	
Workers' Compensation	
Employers' Liability	
Check if Self-Insured	X

RENT \$90,000.00

OVERHEAD	
Payroll Services	
Equipment Contracts	\$26,000.00
Office Supplies	\$25,000.00
Postage	\$275.00
Printing	
Consultants and Tech Support	\$55,000.00
Telephone	\$30,000.00
Other (Specify in Budget Narrative)	

ALL OTHER PROJECT COSTS NOT SHOWN ABOVE	\$52,500.00
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TOTAL OPERATING EXPENSES	\$353,275.00
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GRAND TOTAL	\$3,451,314.02
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Productivity Calculations	
# of Cases per Attorney	
Number of Attorneys	14.00
Number of Cases	3,172
Number of Cases per Attorney	<u>227</u>
Average Cost per Case	
Total Cost	\$ 3,451,314
Number of Cases	<u>3,172</u>
Average Cost per Case	\$ 1,088

T 0018

2007-2008 STAFFING OPTION #2

PERSONNEL (Please modify position titles as appropriate.)	Number of positions (FTEs)	Annual Salary per FTE	Total Annual Cost
Executive Director (Public Defender)			\$0.00
Managing Attorneys (Assistant Pub. Defend)	1.00	\$151,729.47	\$151,729.47
Supervising Attorneys (Public Defender IV)			\$0.00
Senior Attorneys (Public Defender III)	12.00	\$122,684.78	\$1,472,217.41
Attorneys (Public Defender II)			\$0.00
Entry-Level Attorneys (Public Defender I)			\$0.00
Supervising Social Workers			\$0.00
Senior Social Workers			\$0.00
Social Workers (DCA - Admin Intern #25)	5.50	\$48,641.57	\$267,528.61
Supervising Investigators (Chief Investigator)			\$0.00
Senior Investigators (Pub. Defend. Invest. II)			\$0.00
Investigators			\$0.00
Supervising Paralegal			\$0.00
Senior Paralegal			\$0.00
Paralegals (Paralegal)	1.00	\$48,616.54	\$48,616.54
Supervising Secretary (Admin. Serv. Ass. III)			\$0.00
Senior Secretary			\$0.00
Secretary (Senior Clerk)	3.50	\$42,381.61	\$148,335.64
IT Administrator (Network Admin. II)			\$0.00
Bookkeeper			\$0.00
Other (Specify in Budget Narrative)			\$0.00
NET SALARIES			\$2,088,427.67

ANNUAL BENEFIT COST	\$730,949.69
Benefits as Percent of Salaries	35.0%

ADDITIONAL PROFESSIONAL SERVICES	Annual No. of Hours	Hourly Rate	Total Annual Cost
Contractual Attorney Services			\$0.00
Interpreters			\$0.00
Court-Ordered Professional Services			\$8,000.00
Other (Specify in Budget Narrative)			\$1,500.00

TOTAL PERSONNEL and PROFESSIONAL SERVICES	\$2,828,877.36
OPERATING EXPENSES	

TRAVEL	Annual No. of Miles/Lodging Nights/Per Diems Provided	Mileage, Lodging Rate or Per Diem Rate	Total Annual Cost
Mileage			\$25,000.00
Lodging			\$2,500.00
Per Diem			\$0.00
Other (please specify)			\$0.00

ANNUAL TRAINING BUDGET	\$40,500.00
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INSURANCE	
Commercial General Liability	
Business Automobile Liability	
Professional Liability	
Workers' Compensation	
Employers' Liability	
Check if Self-Insured	X

RENT	\$90,000.00
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OVERHEAD	
Payroll Services	
Equipment Contracts	\$26,000.00
Office Supplies	\$23,000.00
Postage	\$275.00
Printing	
Consultants and Tech Support	\$55,000.00
Telephone	\$25,000.00
Other (Specify in Budget Narrative)	

ALL OTHER PROJECT COSTS NOT SHOWN ABOVE (Specify in Budget Narrative)	\$52,500.00
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TOTAL OPERATING EXPENSES	\$339,775.00
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GRAND TOTAL	\$3,168,652.36
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Productivity Calculations	
# of Cases per Attorney	
Number of Attorneys	12.00
Number of Cases	3,172
Number of Cases per Attorney	264
Average Cost per Case	
Total Cost	\$ 3,168,652
Number of Cases	3172
Average Cost per Case	\$ 999

T 0020

Revised 88A

2008-2009 STAFFING OPTION #1

PERSONNEL (Please modify position titles as appropriate.)	Number of positions (FTEs)	Annual Salary per FTE	Total Annual Cost
Executive Director (Public Defender)			\$0.00
Managing Attorneys (Assistant Pub. Defend)	1.00	\$154,764.06	\$154,764.06
Supervising Attorneys (Public Defender IV)	2.00	\$136,951.79	\$273,903.59
Senior Attorneys (Public Defender III)	10.00	\$125,138.48	\$1,251,384.80
Attorneys (Public Defender II)			\$0.00
Entry-Level Attorneys (Public Defender I)	2.00	\$66,659.07	\$133,318.15
Supervising Social Workers			\$0.00
Senior Social Workers			\$0.00
Social Workers (DCA - Admin Intern #25)	6.00	\$49,614.40	\$297,686.38
Supervising Investigators (Chief Investigator)			\$0.00
Senior Investigators (Pub. Defend. Invest. II)			\$0.00
Investigators			\$0.00
Supervising Paralegal			\$0.00
Senior Paralegal			\$0.00
Paralegals (Paralegal)	1.00	\$49,588.87	\$49,588.87
Supervising Secretary (Admin. Serv. Ass. III)			\$0.00
Senior Secretary			\$0.00
Secretary (Senior Clerk)	4.00	\$43,229.24	\$172,916.98
IT Administrator (Network Admin. II)			\$0.00
Bookkeeper			\$0.00
Other (Specify in Budget Narrative)			\$0.00
NET SALARIES			\$2,333,562.82

ANNUAL BENEFIT COST	\$863,418.24
Benefits as Percent of Salaries	37.0%

ADDITIONAL PROFESSIONAL SERVICES	Annual No. of Hours	Hourly Rate	Total Annual Cost
Contractual Attorney Services			\$0.00
Interpreters			\$0.00
Court-Ordered Professional Services			\$9,000.00
Other (Specify in Budget Narrative)			\$2,000.00

TOTAL PERSONAL and PROFESSIONAL SERVICES	\$3,207,981.06
OPERATING EXPENSES	

TRAVEL	Annual No. of Miles/Lodging Nights/Per Diems Provided	Mileage, Lodging Rate or Per Diem Rate	Total Annual Cost
Mileage			\$30,000.00
Lodging			\$3,000.00
Per Diem			\$0.00
Other (please specify)			\$0.00

ANNUAL TRAINING BUDGET	\$49,500.00
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INSURANCE	
Commercial General Liability	
Business Automobile Liability	
Professional Liability	
Workers' Compensation	
Employers' Liability	
Check if Self-Insured	X

RENT	\$95,000.00
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T 0021

Revised 89A

OVERHEAD	
Payroll Services	
Equipment Contracts	\$28,000.00
Office Supplies	\$27,000.00
Postage	\$285.00
Printing	
Consultants and Tech Support	\$60,000.00
Telephone	\$32,000.00
Other (Specify in Budget Narrative)	

ALL OTHER PROJECT COSTS NOT SHOWN ABOVE	\$52,500.00
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TOTAL OPERATING EXPENSES	\$377,285.00
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GRAND TOTAL	\$3,585,266.00
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Productivity Calculations	
# of Cases per Attorney	
Number of Attorneys	14.00
Number of Cases	3,172
Number of Cases per Attorney	227
Average Cost per Case	
Total Cost	\$ 3,585,266
Number of Cases	3,172
Average Cost per Case	\$ 1,130

T 0022

Revised 90A

2008-2009 STAFFING OPTION #1

PERSONNEL (Please modify position titles as appropriate.)	Number of positions (FTEs)	Annual Salary per FTE	Total Annual Cost
Executive Director (Public Defender)			\$0.00
Managing Attorneys (Assistant Pub. Defend)	1.00	\$154,764.06	\$154,764.06
Supervising Attorneys (Public Defender IV)	2.00	\$136,951.79	\$273,903.59
Senior Attorneys (Public Defender III)	10.00	\$125,138.48	\$1,251,384.80
Attorneys (Public Defender II)			\$0.00
Entry-Level Attorneys (Public Defender I)	2.00	\$66,659.07	\$133,318.15
Supervising Social Workers			\$0.00
Senior Social Workers			\$0.00
Social Workers (DCA - Admin Intern #25)	6.00	\$49,614.40	\$297,686.38
Supervising Investigators (Chief Investigator)			\$0.00
Senior Investigators (Pub. Defend. Invest. II)			\$0.00
Investigators			\$0.00
Supervising Paralegal			\$0.00
Senior Paralegal			\$0.00
Paralegals (Paralegal)	1.00	\$49,588.87	\$49,588.87
Supervising Secretary (Admin. Serv. Ass. III)			\$0.00
Senior Secretary			\$0.00
Secretary (Senior Clerk)	4.00	\$43,229.24	\$172,916.98
IT Administrator (Network Admin. II)			\$0.00
Bookkeeper			\$0.00
Other (Specify in Budget Narrative)			\$0.00
NET SALARIES			\$2,333,562.82

ANNUAL BENEFIT COST	\$863,418.24
Benefits as Percent of Salaries	37.0%

ADDITIONAL PROFESSIONAL SERVICES	Annual No. of Hours	Hourly Rate	Total Annual Cost
Contractual Attorney Services			\$0.00
Interpreters			\$0.00
Court-Ordered Professional Services			\$9,000.00
Other (Specify in Budget Narrative)			\$2,000.00

TOTAL PERSONAL and PROFESSIONAL SERVICES	\$3,207,981.06
OPERATING EXPENSES	

TRAVEL	Annual No. of Miles/Lodging Nights/Per Diems Provided	Mileage, Lodging Rate or Per Diem Rate	Total Annual Cost
Mileage			\$30,000.00
Lodging			\$3,000.00
Per Diem			\$0.00
Other (please specify)			\$0.00

ANNUAL TRAINING BUDGET	\$49,500.00
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INSURANCE	
Commercial General Liability	
Business Automobile Liability	
Professional Liability	
Workers' Compensation	
Employers' Liability	
Check if Self-Insured	X

RENT	\$95,000.00
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T 0023

Revised 91A

OVERHEAD	
Payroll Services	
Equipment Contracts	\$28,000.00
Office Supplies	\$27,000.00
Postage	\$285.00
Printing	
Consultants and Tech Support	\$60,000.00
Telephone	\$32,000.00
Other (Specify in Budget Narrative)	

ALL OTHER PROJECT COSTS NOT SHOWN ABOVE	\$52,500.00
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TOTAL OPERATING EXPENSES	\$377,285.00
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GRAND TOTAL	\$3,585,266.06
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Productivity Calculations		
# of Cases per Attorney		
Number of Attorneys		14.00
Number of Cases		3,172
Number of Cases per Attorney		<u>227</u>
Average Cost per Case		
Total Cost	\$	3,585,266
Number of Cases		<u>3172</u>
Average Cost per Case	\$	1,130

T 0024

Revised 92A

2008-2009 STAFFING OPTION #2

PERSONNEL (Please modify position titles as appropriate.)	Number of positions (FTEs)	Annual Salary per FTE	Total Annual Cost
Executive Director (Public Defender)			\$0.00
Managing Attorneys (Assistant Pub. Defend)	1.00	\$154,764.06	\$154,764.06
Supervising Attorneys (Public Defender IV)			\$0.00
Senior Attorneys (Public Defender III)	12.00	\$125,138.48	\$1,501,661.75
Attorneys (Public Defender II)			\$0.00
Entry-Level Attorneys (Public Defender I)			\$0.00
Supervising Social Workers			\$0.00
Senior Social Workers			\$0.00
Social Workers (DCA - Admin Intern #25)	5.50	\$49,614.40	\$272,879.18
Supervising Investigators (Chief Investigator)			\$0.00
Senior Investigators (Pub. Defend. Invest. II)			\$0.00
Investigators			\$0.00
Supervising Paralegal			\$0.00
Senior Paralegal			\$0.00
Paralegals (Paralegal)	1.00	\$49,588.87	\$49,588.87
Supervising Secretary (Admin. Serv. Ass. III)			\$0.00
Senior Secretary			\$0.00
Secretary (Senior Clerk)	3.50	\$43,229.24	\$151,302.35
IT Administrator (Network Admin. II)			\$0.00
Bookkeeper			\$0.00
Other (Specify in Budget Narrative)			\$0.00
NET SALARIES			\$2,130,196.22

ANNUAL BENEFIT COST	\$788,172.60
Benefits as Percent of Salaries	37.0%

ADDITIONAL PROFESSIONAL SERVICES	Annual No. of Hours	Hourly Rate	Total Annual Cost
Contractual Attorney Services			\$0.00
Interpreters			\$0.00
Court-Ordered Professional Services			\$9,000.00
Other (Specify in Budget Narrative)			\$2,000.00

TOTAL PERSONAL and PROFESSIONAL SERVICES	\$2,929,368.83
OPERATING EXPENSES	

TRAVEL	Annual No. of Miles/Lodging Nights/Per Diems Provided	Mileage, Lodging Rate or Per Diem Rate	Total Annual Cost
Mileage			\$27,000.00
Lodging			\$2,700.00
Per Diem			\$0.00
Other (please specify)			\$0.00

ANNUAL TRAINING BUDGET	\$45,000.00
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INSURANCE	
Commercial General Liability	
Business Automobile Liability	
Professional Liability	
Workers' Compensation	
Employers' Liability	
Check if Self-Insured	X

RENT	\$95,000.00
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T 0025

OVERHEAD	
Payroll Services	
Equipment Contracts	\$28,000.00
Office Supplies	\$25,000.00
Postage	\$285.00
Printing	
Consultants and Tech Support	\$60,000.00
Telephone	\$27,500.00
Other (Specify in Budget Narrative)	

ALL OTHER PROJECT COSTS NOT SHOWN ABOVE	\$52,500.00
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TOTAL OPERATING EXPENSES	\$362,985.00
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GRAND TOTAL	\$3,292,353.83
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Productivity Calculations	
# of Cases per Attorney	
Number of Attorneys	12.00
Number of Cases	3,172
Number of Cases per Attorney	264
Average Cost per Case	
Total Cost	\$ 3,292,354
Number of Cases	3172
Average Cost per Case	\$ 1,038

T 0026

Revised 94A

2009-2010 STAFFING OPTION #1

PERSONNEL (Please modify position titles as appropriate.)	Number of positions (FTEs)	Annual Salary per FTE	Total Annual Cost
Executive Director (Public Defender)			\$0.00
Managing Attorneys (Assistant Pub. Defend)	1.00	\$157,859.34	\$157,859.34
Supervising Attorneys (Public Defender IV)	2.00	\$139,690.83	\$357,744.79
Senior Attorneys (Public Defender III)	10.00	\$127,641.25	\$1,276,412.49
Attorneys (Public Defender II)			\$0.00
Entry-Level Attorneys (Public Defender I)	2.00	\$67,992.25	\$135,984.51
Supervising Social Workers			\$0.00
Senior Social Workers			\$0.00
Social Workers (DCA - Admin Intern #25)	6.00	\$50,606.68	\$303,640.11
Supervising Investigators (Chief Investigator)			\$0.00
Senior Investigators (Pub. Defend. Invest. II)			\$0.00
Investigators			\$0.00
Supervising Paralegal			\$0.00
Senior Paralegal			\$0.00
Paralegals (Paralegal)	1.00	\$50,580.65	\$50,580.65
Supervising Secretary (Admin. Serv. Ass. III)			\$0.00
Senior Secretary			\$0.00
Secretary (Senior Clerk)	4.00	\$44,093.83	\$176,375.32
IT Administrator (Network Admin. II)			\$0.00
Bookkeeper			\$0.00
Other (Specify in Budget Narrative)			\$0.00
NET SALARIES			\$2,458,597.21

ANNUAL BENEFIT COST	\$958,852.91
Benefits as Percent of Salaries	39.0%

ADDITIONAL PROFESSIONAL SERVICES	Annual No. of Hours	Hourly Rate	Total Annual Cost
Contractual Attorney Services			\$0.00
Interpreters			\$0.00
Court-Ordered Professional Services			\$10,000.00
Other (Specify in Budget Narrative)			\$2,500.00

TOTAL PERSONAL and PROFESSIONAL SERVICES	\$3,429,950.12
OPERATING EXPENSES	

TRAVEL	Annual No. of Miles/Lodging Nights/Per Diems Provided	Mileage, Lodging Rate or Per Diem Rate	Total Annual Cost
Mileage			\$32,500.00
Lodging			\$3,250.00
Per Diem			\$0.00
Other (please specify)			\$0.00

ANNUAL TRAINING BUDGET	\$53,500.00
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INSURANCE	
Commercial General Liability	
Business Automobile Liability	
Professional Liability	
Workers' Compensation	
Employers' Liability	
Check if Self-Insured	X

RENT	\$101,500.00
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OVERHEAD	
Payroll Services	
Equipment Contracts	\$30,000.00
Office Supplies	\$28,500.00
Postage	\$300.00
Printing	
Consultants and Tech Support	\$65,000.00
Telephone	\$35,000.00
Other (Specify in Budget Narrative)	

ALL OTHER PROJECT COSTS NOT SHOWN ABOVE	\$52,500.00
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TOTAL OPERATING EXPENSES	\$402,050.00
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GRAND TOTAL	\$3,832,000.12
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Productivity Calculations	
# of Cases per Attorney	
Number of Attorneys	14.00
Number of Cases	3,172
Number of Cases per Attorney	<u>227</u>
Average Cost per Case	
Total Cost	\$ 3,832,000
Number of Cases	<u>3172</u>
Average Cost per Case	\$ 1,208

T 0028

2009-2010 STAFFING OPTION #2

PERSONNEL (Please modify position titles as appropriate.)	Number of positions (FTEs)	Annual Salary per FTE	Total Annual Cost
Executive Director (Public Defender)			\$0.00
Managing Attorneys (Assistant Pub. Defend)	1.00	\$157,859.34	\$157,859.34
Supervising Attorneys (Public Defender IV)			\$0.00
Senior Attorneys (Public Defender III)	12.00	\$127,641.25	\$1,531,694.99
Attorneys (Public Defender II)			\$0.00
Entry-Level Attorneys (Public Defender I)			\$0.00
Supervising Social Workers			\$0.00
Senior Social Workers			\$0.00
Social Workers (DCA - Admin Intern #25)	5.50	\$50,606.68	\$278,336.76
Supervising Investigators (Chief Investigator)			\$0.00
Senior Investigators (Pub. Defend. Invest. II)			\$0.00
Investigators			\$0.00
Supervising Paralegal			\$0.00
Senior Paralegal			\$0.00
Paralegals (Paralegal)	1.00	\$50,580.65	\$50,580.65
Supervising Secretary (Admin. Serv. Ass. III)			\$0.00
Senior Secretary			\$0.00
Secretary (Senior Clerk)	3.50	\$44,093.83	\$154,328.40
IT Administrator (Network Admin. II)			\$0.00
Bookkeeper			\$0.00
Other (Specify in Budget Narrative)			\$0.00
NET SALARIES			\$2,172,800.15

ANNUAL BENEFIT COST	\$847,392.06
Benefits as Percent of Salaries	39.0%

ADDITIONAL PROFESSIONAL SERVICES	Annual No. of Hours	Hourly Rate	Total Annual Cost
Contractual Attorney Services			\$0.00
Interpreters			\$0.00
Court-Ordered Professional Services			\$10,000.00
Other (Specify in Budget Narrative)			\$2,500.00

TOTAL PERSONAL and PROFESSIONAL SERVICES	\$3,032,692.21
OPERATING EXPENSES	

TRAVEL	Annual No. of Miles/Lodging Nights/Per Diems Provided	Mileage, Lodging Rate or Per Diem Rate	Total Annual Cost
Mileage			\$29,000.00
Lodging			\$3,000.00
Per Diem			\$0.00
Other (please specify)			\$0.00

ANNUAL TRAINING BUDGET	\$49,500.00
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INSURANCE	
Commercial General Liability	
Business Automobile Liability	
Professional Liability	
Workers' Compensation	
Employers' Liability	
Check if Self-Insured	X

RENT	\$101,500.00
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OVERHEAD	
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Payroll Services	
Equipment Contracts	\$30,000.00
Office Supplies	\$27,000.00
Postage	\$300.00
Printing	
Consultants and Tech Support	\$65,000.00
Telephone	\$29,500.00
Other (Specify in Budget Narrative)	
ALL OTHER PROJECT COSTS NOT SHOWN ABOVE	\$52,500.00
TOTAL OPERATING EXPENSES	\$387,300.00
GRAND TOTAL	\$3,419,992.21

Productivity Calculations	
# of Cases per Attorney	
Number of Attorneys	12.00
Number of Cases	3,172
Number of Cases per Attorney	<u>264</u>
Average Cost per Case	
Total Cost	\$ 3,419,992
Number of Cases	<u>3172</u>
Average Cost per Case	\$ 1,078

T 0030

Revised 98A

02/22/2007: DC to PJC
Phil,

In response to your question about how we determine our caseload, the following is the procedure for both the PD Main Branch and ADO offices:

If three related children (siblings) come in for representation, we count each of their cases separately for a total of three. Each child has a separate petition, we open three files in the branch that is providing the representation and we report our representation as three cases in our caseload.

If the mother of these three children comes in for representation regarding her three children, we open three files for the mother (one for each child for whom there is a petition) and count that as three cases in the same manner as above.

I believe that this practice is consistent with that of the Bar Association conflict panel.

Please let me know if you need additional information or clarification.

David

Pjcrwfrd@aol.com

To dcole@pd.cccounty.us

cc

02/21/2007 11:48 PM

Subject Question

Hi David, after you left an issue came up concerning caseload with the Co. Bar Assn. Conflicts program. In response to inquiry David Briggs explained that case reporting would be as follows in this hypothetical:

Three siblings (children) represented by one attorney would be reported as 3 cases.

In this same case if Dad was represented (father of the three siblings) this would also be reported as 3 cases.

Is this practice consistent with the manner in which PD/ADO cases are reported? Is a parent client or defacto parent client (for case counting purposes) reported as the number of minor children that parent has who are the subject of petitions?

Thanks, PHIL

Philip J. Crawford
Counselor and Attorney at Law
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Santa Cruz, CA 95060
(408) 313-3212 Fax: 877-683-1948
e-mail: pjcrwfrd@aol.com

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T 0031

02/21/2007 To DC from PC

Hi David, after you left an issue came up concerning caseload with the Co. Bar Assn. Conflicts program. In response to inquiry David Briggs explained that case reporting would be as follows in this hypothetical:

Three siblings (children) represented by one attorney would be reported as 3 cases.

In this same case if Dad was represented (father of the three siblings) this would also be reported as 3 cases.

Is this practice consistent with the manner in which PD/ADO cases are reported? Is a parent client or defacto parent client (for case counting purposes) reported as the number of minor children that parent has who are the subject of petitions?

Thanks, PHIL

Philip J. Crawford
Counselor and Attorney at Law
986 West Cliff Drive
Santa Cruz, CA 95060
(408) 313-3212 Fax: 877-683-1948
e-mail: pjcrwfrd@aol.com

1/25/2007: PJC to DC

Thank you David and I apologize for the cut off I was headed into a final exam in my Intersession Poly Sci class with 50 students waiting for me. I hear the frustration you have with the history of CAC representation. You should know that all bench officers feel the quality of your agencies services are and have been excellent. This RFP is not one that was initiated to see if the court could get better service but rather to curb the disproportionate costs that CCC Court has compared to other comparable sized counties. In this regard it is a bit disappointing (to me personally) that the PD/ADO bid proposes an increase in costs. I will be happy to discuss some of my concerns with this when we chat on Monday. I did not get a chance to point out to you in our conversation that your job descriptions for PD I II III & IV do not line up (salary wise) with the budget you submitted for salaries of these same positions. I am thinking maybe the job descriptions were out of date?

I listened carefully to your explanation about financial eligibility and I suspect as you indicated that we are not going to solve any budget problems following that line. Can you give me your best guess as to why we have 1.36 parents for every child when the statewide average is .76? I am also trying to figure out why 41% of the cases are in conflicts after 2 agencies have a shot at representation? Why does conflicts have more cases than either ADO or PD (not combined). Your proposal is (in my view) overall quite good and thorough and of course we have a track history with you being able to provide damn good service. I am not looking at the docs right now but I can tell you that we get roughly 15 lawyers with combined ADO/PD under your proposal and we are going to pay over 200k per lawyer with support staff, overhead, etc. etc.. for that continued service. Part of the problem here is the 35% cost of benefits for CCC. Also factored into all this is a leave package that affords each attorney (not that they will use it all) 42 days a year of leave. I think there may be a couple of Co. holidays that are not court holidays that also adds a little to this factor. You mentioned in your phone call that there is no charge for management. There may be a problem in your proposal but when you report caseload data you don't factor in the managing attorney.

You are also correct in noting that there has not been a good history of requiring the kind of management information that would better guide the court in keeping good track of what is being done. We need to fix that in this round. Talk soon, best PHIL

T 0032

Philip J. Crawford
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e-mail: pjcrwfrd@aol.com

In a message dated 1/25/2007 5:31:55 P.M. Pacific Standard Time, dcole@pd.cccounty.us writes:
Phil,

Sorry about the fusillade but I thought you were in an office on a landline.

Attached is a pdf of the letter I sent to Judge Maddock on the subject of financial eligibility.

Denise and/or Susan Hatcher and I will call you on **Tuesday at 1:00 p.m.** at (408) 313-3212 per our discussion with regard to your other questions.

David

LEGAL AID SOCIETY OF SANTA CLARA COUNTY
CONTRA COSTA COUNTY PROGRAM

TOTAL DEPENDENCY

2007-2008
SALARIES

Name	MGT. & ADMIN.	Program	Direct	Annual Salary	%
Cocordinating Attorney	98,365			196,730	50%
Supervising Attorney	77,219			77,219	100%
Staff Attorney	84,241			84,241	100%
Staff Attorney	59,483			59,483	100%
Staff Attorney	63,809			63,809	100%
Staff Attorney	63,809			63,809	100%
Staff Attorney	63,809			63,809	100%
Staff Attorney	63,809			63,809	100%
Paralegal II	59,771			59,771	100%
Paralegal II	47,610			47,610	100%
Paralegal II	47,610			47,610	100%
Investigator	49,680			49,680	100%
Administrative Assistant	49,680			49,680	100%
Administrative Assistant	40,779			40,779	100%
Administrative Assistant	53,970			53,970	100%
Receptionist	39,330			39,330	100%
Directing Attorney	86,940			217,350	40%
Executive Assistant	50,143			66,861	75%
Receptionist	19,665			39,330	50%
Controller	59,513			119,025	50%
Accounting Clerk	53,820			53,820	100%
Total	270,083	828,409		1,324,795	

CONFLICTS ONLY

2007-2008
SALARIES

Name	MGT. & ADMIN.	Program	Direct	Annual Salary	%
Cocordinating Attorney	98,365			196,730	50%
Supervising Attorney	125,000			125,000	100%
Staff Attorney	64,241			64,241	100%
Staff Attorney	0			0	0%
Staff Attorney	0			0	0%
Staff Attorney	0			0	0%
Staff Attorney	0			0	0%
Paralegal II	0			0	0%
Paralegal II	47,610			47,610	100%
Paralegal II	0			0	0%
Investigator	0			0	0%
Administrative Assistant	0			0	0%
Administrative Assistant	53,970			53,970	100%
Receptionist	0			0	0%
Directing Attorney	86,940			217,350	40%
Executive Assistant	33,431			66,861	50%
Receptionist	0			0	0%
Controller	59,513			119,025	50%
Accounting Clerk	53,820			53,820	100%
Total	233,703	290,821		747,877	624,524

LEGAL AID SOCIETY OF SANTA CLARA COUNTY
DEPENDENCY PROGRAM OPERATIONS

Expense Allocations
2007 - 2008

Expense Allocations
2007 - 2008

T 0035

	PERSONNEL		NON-PERSONNEL		TOTAL ADMINISTRATIVE EXPENSES	
	TOTAL PROGRAM	DEPENDENCY PROGRAM	MGT. & ADMIN.	TOTAL PROGRAM	CONFLICTS ONLY PROGRAM	MGT. & ADMIN.
SALARIES	1,099,492	928,409	270,083	524,524	290,821	232,703
BENEFITS	252,653	180,534	62,119	120,641	66,989	59,782
TOTAL PERSONNEL	1,351,145	1,018,943	332,202	645,165	357,710	292,485
NON-PERSONNEL						
OCCUPANCY	184,410	113,496	37,864	106,730	73,879	32,851
CONTRACT SERVICES	2,250,257	2,157,575	62,676	1,428,340	905,209	480,631
EQUIPMENT	80,505	60,712	19,794	39,441	21,313	17,127
OFFICE EXPENSES	32,754	24,701	8,053	15,840	8,672	6,968
TELEPHONE	21,385	16,127	5,258	10,211	5,662	4,550
TRAVEL & TRAINING	11,740	8,854	2,887	5,606	3,103	2,498
INSURANCE	20,054	15,124	4,931	9,578	5,309	4,267
PUBLICATIONS	7,829	5,753	1,876	3,613	2,020	1,623
OTHER EXPENSES	72,125	62,884	17,242	33,485	18,566	14,919
TOTAL NON-PERSNL	2,648,855	2,458,175	193,679	1,652,171	1,043,737	575,434
TOTAL ADMINISTRATIVE EXPENSES	4,000,000	3,477,118	522,882	2,297,336	1,401,447	862,919
	4,000,000			2,264,336		

LEGAL AID SOCIETY OF SANTA CLARA COUNTY
CONTRA COSTA COUNTY PROGRAM

TOTAL DEPENDENCY

2008-2009
SALARIES

Name	MGT. & Direct	ADMIN. Program Annual Salary	%
Co-ordinating Attorney	98,385	196,730	50%
Super/sr/sg Attorney	77,219	77,219	100%
Staff Attorney	64,241	64,241	100%
Staff Attorney	59,483	59,483	100%
Staff Attorney	63,809	63,809	100%
Staff Attorney	63,809	63,809	100%
Staff Attorney	63,809	63,809	100%
Staff Attorney	58,771	58,771	100%
Paralegal II	47,610	47,610	100%
Paralegal II	47,610	47,610	100%
Investigator	49,680	49,680	100%
Investigator	49,680	49,680	100%
Administrative Assistant	40,779	40,779	100%
Administrative Assistant	53,970	53,970	100%
Receptionist	39,330	39,330	100%
Directing Attorney	86,940	217,350	40%
Executive Assistant	60,146	68,861	75%
Receptionist	19,665	39,330	50%
Controller	69,512	119,025	50%
Accounting Clerk	53,820	53,820	100%
Total	270,083	828,409	1,324,785

CONFLICTS ONLY
2008-2009
SALARIES

Name	MGT. & Direct	ADMIN. Program Annual Salary	%
Co-ordinating Attorney	101,346	202,632	50%
Super/sr/sg Attorney	128,750	128,750	100%
Staff Attorney	65,168	65,138	100%
Staff Attorney	0	0	0%
Staff Attorney	0	0	0%
Staff Attorney	0	0	0%
Staff Attorney	0	0	0%
Paralegal II	0	0	0%
Paralegal II	0	0	0%
Investigator	49,038	49,038	100%
Investigator	0	0	0%
Administrative Assistant	0	0	0%
Administrative Assistant	0	0	0%
Receptionist	55,589	55,589	100%
Directing Attorney	39,548	223,871	45%
Executive Assistant	34,433	68,867	50%
Receptionist	0	0	0%
Controller	61,298	122,593	50%
Accounting Clerk	55,435	55,435	100%
Total	240,714	239,545	770,313

LEGAL AID SOCIETY OF SANITA CLARA COUNTY
DEPENDENCY PROGRAM OPERATIONS

Expense Allocations
2008 - 2009

Expense Allocations
2008 - 2009

	PERSONNEL		NON-PERSONNEL		TOTAL		CONFLICTS	
	TOTAL PROGRAM	DEPENDENCY PROGRAM	TOTAL PROGRAM	DEPENDENCY PROGRAM	TOTAL PROGRAM	DEPENDENCY PROGRAM	TOTAL PROGRAM	DEPENDENCY PROGRAM
SALARIES	1,131,447	853,281	540,260	296,546	296,546	243,714		
BENEFITS	280,233	198,250	124,280	98,988	98,988	53,854		
TOTAL PERSONNEL	1,391,680	1,048,511	664,520	358,442	358,442	295,078		
CONTRACT SERVICES	159,642	119,938	108,942	75,108	75,108	33,836		
EQUIPMENT	2,317,768	2,222,302	1,461,080	922,345	922,345	505,734		
OFFICE EXPENSES	82,921	62,583	39,594	21,963	21,963	17,641		
TELEPHONE	33,737	25,442	18,109	8,932	8,932	7,177		
TRAVEL & TRAINING	22,027	16,811	10,518	5,831	5,831	4,686		
INSURANCE	12,082	9,119	5,774	3,201	3,201	2,573		
PUBLICATIONS	20,658	15,577	9,663	5,469	5,469	4,395		
OTHER EXPENSES	7,898	5,526	3,752	2,080	2,080	1,672		
TOTAL NON-PERSNL	2,728,330	2,531,921	1,990,121	1,064,040	1,064,040	593,081		
TOTAL ADMINISTRATIVE EXPENSES	4,120,010	3,581,432	2,354,541	1,432,482	1,432,482	889,159		
	4,120,010		2,321,541					

LEGAL AID SOCIETY OF SANTA CLARA COUNTY
CONTRA COSTA COUNTY PROGRAM

TOTAL DEPENDENCY

2009-2010
SALARIES

Name	MGT. & Direct	ADMIN. Program	Annual Salary	%
Coordinating Attorney		104,355	208,711	50%
Supervising Attorney		81,922	81,922	100%
Staff Attorney		68,153	68,153	100%
Staff Attorney		63,105	63,105	100%
Staff Attorney		67,894	67,894	100%
Staff Attorney		67,894	67,894	100%
Staff Attorney		67,894	67,894	100%
Staff Attorney		63,411	63,411	100%
Paralegal II		50,509	50,509	100%
Paralegal II		50,509	50,509	100%
Paralegal II		50,509	50,509	100%
Investigator		52,706	52,706	100%
Investigator		52,706	52,706	100%
Administrative Assistant		43,262	43,262	100%
Administrative Assistant		57,257	57,257	100%
Receptionist		41,725	41,725	100%
Directing Attorney		92,235	230,587	40%
Executive Assistant		53,200	70,933	75%
Receptionist		20,863	41,725	50%
Controller		63,137	126,274	50%
Accounting Clerk		57,098	57,098	100%
Total		286,531	878,859	4,405,475

CONFLICTS ONLY

2009-2010
SALARIES

Name	MGT. & Direct	ADMIN. Program	Annual Salary	%
Coordinating Attorney		104,355	208,711	50%
Supervising Attorney		132,613	132,613	100%
Staff Attorney		68,153	68,153	100%
Staff Attorney		0	0	0%
Staff Attorney		0	0	0%
Staff Attorney		0	0	0%
Staff Attorney		0	0	0%
Staff Attorney		0	0	0%
Paralegal II		0	0	0%
Paralegal II		50,509	50,509	100%
Paralegal II		0	0	0%
Investigator		0	0	0%
Investigator		0	0	0%
Administrative Assistant		0	0	0%
Administrative Assistant		57,257	57,257	100%
Receptionist		0	0	0%
Directing Attorney		92,235	230,587	40%
Executive Assistant		35,466	70,933	50%
Receptionist		0	0	0%
Controller		63,137	126,274	50%
Accounting Clerk		57,098	57,098	100%
Total		247,936	308,532	793,423

LEGAL AID SOCIETY OF SANTA CLARA COUNTY
DEPENDENCY PROGRAM OPERATIONS

Expense Allocations
2009 - 2010

Expense Allocations
2009 - 2010

T 0039

	2009 - 2010			2009 - 2010		
	TOTAL PROGRAM	DEPENDENCY PROGRAM	MGT. & ADMIN.	TOTAL PROGRAM	CONFLICTS ONLY PROGRAM	MGT. & ADMIN.
PERSONNEL						
SALARIES	1,165,390	873,859	286,531	556,463	308,532	247,956
BENEFITS	288,020	202,138	86,902	127,988	70,562	57,025
TOTAL PERSONNEL	1,453,410	1,080,997	352,433	684,456	379,484	304,981
NON-PERSONNEL						
OCCUPANCY	163,813	123,537	40,275	111,220	76,369	34,851
CONTRACT SERVICES	2,387,311	2,288,871	98,342	1,484,266	939,965	521,291
EQUIPMENT	85,408	64,409	20,999	40,782	22,571	18,171
OFFICE EXPENSES	34,749	26,205	8,544	16,592	9,200	7,393
TELEPHONE	22,687	17,109	5,578	10,833	6,008	4,827
TRAVEL & TRAINING	12,455	9,393	3,062	6,947	3,237	2,650
INSURANCE	21,275	16,045	5,231	10,159	5,633	4,525
PUBLICATIONS	8,093	6,103	1,990	3,885	2,143	1,722
OTHER EXPENSES	74,397	58,105	18,292	35,524	19,895	15,828
TOTAL NON-PERSONNEL	2,810,180	2,607,878	202,311	1,729,203	1,084,951	811,258
TOTAL ADMINISTRATIVE EXPENSES	4,243,620	3,688,875	554,745	2,413,664	1,484,445	916,220
	4,243,620			2,380,664		

**CAC RFP BID REVIEW
INITIAL REVIEW SUMMARY**

BIDDER	LOT #	ESTIMATED COST PROPOSED			# cases per Lot	Est. # of Attorneys	Est. # cases per Attorney	Est. Cost per case
		YR. 1	YR. 2	YR. 3				
1 (Sacramento)	2	\$1,477,216	\$1,538,448	\$1,637,890	2,226	9	247	\$664
	1	\$3,451,314	\$3,585,266	\$3,832,000	3,172	14	227	\$1,088
2 Public Defender Central Coast County	1	\$2,928,496 (PD revised and re-submitted to the Court)	\$4,079,965	\$4,252,504	3,172	14	227	\$1,287
2a Public Defender Central Coast County	1	\$3,168,652	\$3,292,354	\$3,419,992	3,172	12	264	\$999
	1	\$3,595,477 (PD revised and re-submitted to the Court)	\$3,739,854	\$3,876,897	3,172	12	264	\$1,433
3	2	\$2,100,000	\$2,275,000	\$2,450,000	2,226	20	111	\$943
4 [Redacted] on, LLP (Araceli Ramirez, Jon Christopher Weir, Brian Stern, Anthony Guy Ashe)	3	\$4,800,000	\$4,800,000	\$4,800,000	5,398	25	216	\$889
5 [Redacted] on, LLP (Antonio Estremera)	3	\$4,000,000	\$4,120,010	\$4,243,620	5,398	32	169	\$741
	3	\$4,195,857 (LA revised and re-submitted to the Court)	\$4,195,857	\$4,270,047	5,398	32	169	\$741
5a [Redacted] on, LLP (Antonio Estremera)	2	\$2,264,336	\$2,321,641	\$2,380,664	2,226	25	89	\$1,017
	1	Lot 1 comprises the current effort provided by PD and ADO						
	2	Lot 2 comprises the current effort provided by Conflicts Panel						
	3	Lot 3 comprises the entire effort (Lots 1 and 2 combined)						

LEGAL *Aid* SOCIETY
OF SANTA CLARA COUNTY

W. ROBERT MORGAN LEGAL SERVICES CENTER
400 NORTH FIRST STREET - P.O. BOX 103
SAN JOSE, CALIFORNIA 95105-0103
408 998 4700 FAX 408 233.3782
WWW.LEGALAIDSOCIETY.ORG

facsimile transmittal

To: MR. KEN TORRE From: TONY ESTREMER

Fax No. (925) 957-5605 Fax No: _____

Bus. No. _____ Bus. No.: _____

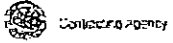
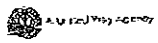
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Re: _____

- Urgent For Review Please Comment Please Recycle

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LEGAL AID SOCIETY
OF SANTA CLARA COUNTY

March 1, 2007

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Mr. Ken Torre
Court Administrator's Office
Contra Costa County Superior Court
725 Court Street
Martinez, CA 94553-0091

BY FAX: (925) 957-5605

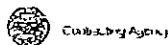
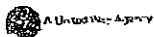
RE: LEGAL AID SOCIETY OF SANTA CLARA COUNTY
Written Clarifications in Response to Contra Costa County
Dependency Court Request for Proposal.

Dear Mr. Torre,

In responding to your further inquiry, the Legal Aid Society of Santa Clara County wishes to reiterate its strong policy of taking actions directed towards insuring that the best interests of the child are met, while at the same time working in close collaboration with the various interested members of the bench. As explained in our presentation to the Contra Costa County Dependency Selection Committee, the bench's interest is identical to that of our organization. Our original responses, as well as these responses, are simply a reflection of this approach to dependency services.

As to question 1, it is correct, as previously indicated, that our proposal is to provide representation for all parties determined to be eligible for court appointed counsel. In the event that we were chosen to run only the Conflicts portion of the Dependency Program (the more costly scenario), we intend to provide legal representation where the "the office of the Public Defender (not "District Attorney") declares it cannot provide representation by reason of a legal conflict of interest or other inability to act." Our office is familiar with the roles of the different parties within the Contra Costa County system, contrary to the practice within our County.

As to the use of investigators addressed in question 2, the Legal Aid Society believes that, at least initially, it would be beneficial to utilize a mix of investigators and social workers within the office. It is anticipated that such an approach may allow a more in-depth analysis, resulting from different perspectives. As to independent panel vendors (conflict attorneys), social workers would be placed on contract, available for needed assistance. Obviously, it would be our intention to seek out those individuals with child protective service experience or backgrounds. Just as obvious, there will be overlap in responsibility. The number of investigators/social workers will always be designed to efficiently and quickly obtain needed information. Consequently, the Legal Aid Society will monitor this mix closely. The budget should be reflective of the above mix.



1



With respect to questions 3 and 6, in accordance with our proposed structure, the Chief Supervising Attorney, present on a daily basis in Martinez, would be charged, where appropriate, to insure case assignments so as to achieve a healthy mix of representation of parent and child. In this fashion, the attorney will be more skilled in seeing all sides of the issues—designed, of course to serve best the child. As noted in the presentation and in the proposal, it is expected that the bulk of child representation will be conducted in-house (80%). However, it would still be expected that the conflict attorney would, on occasion, be called upon to represent the remaining children (20%). It has been the experience of the Legal Aid Society that exposure to both sides of issues will lead to a more comprehensive understanding of the concerns affecting the different parties. For example, having been with the Arizona Attorney General's Office for six years (the chief prosecution agency of that state), obviously has benefited our Conflicts Program administrator in his dealing with the various prosecution agencies.

The concerns underscoring question 4 are obvious: the health and safety of the child demand visual inspection. The Legal Aid Society will demand that attorneys representing children will, themselves or through the appropriate agent, personally and continually check placements, absent extraordinary circumstances. It is our belief that there is no better way to insure the well being of the child and to convey that concern for the child, than to have personal on-site contact. The importance of such practice will be underscored by requiring reporting of such contacts, along with development of a computer program charting such activity. It will be grounds for removal from the program, if such practice has been ignored. Indeed, on-site contact with the child has been stressed in our own Conflicts Program Juvenile Review Program where our two on-staff attorneys keep a close, wary eye on our juvenile clients who, while on probation, are required to return to court on a periodic basis.

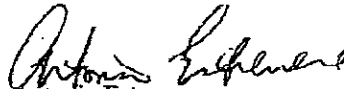
As to question 5, our proposal directed its attention to location, in lieu of departments. The in-house staffing was designed to allow for the coverage of all four courts, albeit in two locations. As to the Conflicts component, it was also designed to maximize coverage. The expected two major Conflicts Panel associations of attorneys will have sufficient number such that there will always be available counsel. If necessary, the smaller contingent of over-flow attorneys can also be utilized. The Court will be provided on a quarterly basis with the names and contact information of all panel participants. The Legal Aid Society will also insure that the Court will have a dedicated line for reporting any coverage problems.

As occurred with the Legal Aid Society Conflicts Program, the computer administrative tracking system, to be developed under the auspices of Professor Stephen Kwan, Senior Associate Dean, San Jose State University (former chair of the Computer Services Department), will produce a report disclosing all pertinent information as to the transferred cases (docket number, assigned attorney, case status, co-parties, billing). The caseload data, discussed in question 7, will be reflective of actual number of clients represented by different attorneys. For example, if a group of siblings is represented by one attorney, such case will be counted as one case. A report will be submitted to the court with all necessary data: number of adult clients represented, number of children

represented and sibling groupings. In other words, the court will receive an accurate accounting of all pending cases. Since it is our expectation to commence the contract with a full cadre of attorneys on staff, efforts will be made to handle all Public Defender cases in-house. Additionally, in the event that current Conflict Attorneys are part of the panel, it is the expectation that such attorneys would remain counsel of record. Similar reporting would take place with new assignments.

I hope that this addresses the questions posed by the Court. The Legal Aid Society of Santa Clara County remains available to answer any further inquiries.

Sincerely,


Antonio Estremera
Directing Attorney

AE/jae

Superior Court of California

COUNTY OF CONTRA COSTA
725 COURT STREET
P.O. BOX 911
MARTINEZ, CA 94553-0091



March 29, 2007

Mr. John Cullen
County Administrator
Contra Costa County
30 Douglas Drive
Martinez, CA 94553

Dear Mr. Cullen:

Pursuant to California Government Code 77212, this Court is required to provide at least a 90-day notice of a change or termination of service. Our Court is respectfully providing such notice of the following changes for the fiscal year 2007 – 2008:

COURT APPOINTED COUNSEL – Dependency Representation

The Court recently conducted a Request for Proposal (RFP) for court-appointed counsel dependency representation. It appears that a final contract will be awarded shortly to a party other than the County Public Defender and Alternate Defender Offices. Therefore, the Court respectfully gives notice of its intention to begin using a new provider effective July 1, 2007. However, due to the complexity of representation, it may be necessary for some PD / ADO representation to continue for a brief period of time until these attorneys are relieved of their continuing obligation of representation. We will need to discuss reimbursement for these services. We anticipate holding meetings over the next few weeks with all parties involved to ensure a smooth transition of services. The final decision on individual cessation of services will be determined by bench officers in conjunction with attorneys and their clients.

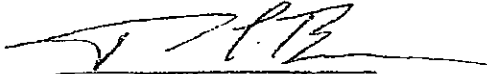
The Court is committed to seeking high quality, cost effective services that ensure access to justice for all members of the public. This change is one of many efforts underway in pursuit of that goal. The Court is extremely appreciative of the many years of dedicated, quality service provided by the PD / ADO Offices.

Custodial Services

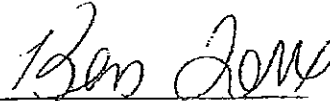
The Court respectfully gives notice to terminate County provided custodial services and will begin providing its own custodial services effective July 1, 2007. We fully intend on complying with the code section(s) involved. We would like to request the name of someone with the County in which to coordinate our efforts to offer custodial opportunities with the Court in compliance of GC 71626.1. We anticipate our recruitment efforts to begin immediately.

T 0045

The Court is most appreciative of the services provided by the County and recognizes the value of our ongoing relationship as we continue to work through the Court's transition to a state funded branch of government.



Terence L. Bruiniers
Presiding Judge



Ken Torre
Court Executive Officer

**SUPERIOR COURT OF CALIFORNIA
COUNTY OF CONTRA COSTA**

**Executive Session
EXECUTIVE COMMITTEE MINUTES
January 17, 2007**

9. **COURT APPOINTED COUNSEL RFP UPDATE**
Bill provided an update to the RFP process. The RFP closed on January 9, 2007. We have five perspective bidders and the review process is underway. We will be meeting with the Review Committee on February 1st and anticipate making a final presentation to the Executive Committee in February. The PJ suggested that a special meeting may be called just for this topic.

T 0047

REDACTED

**SUPERIOR COURT OF CALIFORNIA
COUNTY OF CONTRA COSTA**

**Executive Session
EXECUTIVE COMMITTEE MINUTES**

16. COUNTY / COURT ISSUES

a.) Court Appointed Counsel

The CAC review committee presented their considerations for awarding the Court Appointed Counsel representation bid to Legal Aid Society of Santa Clara County. The review committee discussed each bidder's proposal and the reasons behind their proposed selection. After all questions were answered and options weighed there was a motion made to unanimously support contracting with the Legal Aid Society. The motion was moved, seconded and unanimously approved with Judge Haight abstaining fully from the discussion and vote.