



Law Office of the
COOK COUNTY PUBLIC DEFENDER

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Amy P. Campanelli • Public Defender

October 21, 2016

John Daley
Chairman, Finance committee
118 North Clark Street
Room 567
Chicago, IL 60602

Re: Chicago Federation of Labor's Efficiency Report

Dear Chairman Daley:

Thank you for forwarding the Chicago Federation of Labor's FY2017 Cook County Budget Efficiency Report. The questions we were asked to address is (a) the ratio of management positions to front-line assistant public defenders; (b) whether supervisors are unevenly distributed in our Office, and whether a more even distribution would be more cost-effective or free up more resources; and (c) the need of the Public Defender for high level managers. Each point is addressed below.

In response to the Efficiency Report, it incorrectly states that the Public Defender has 43.7 supervisors spanning 14 divisions, with an average ratio of 10.59 attorneys to supervisors. Actually, the Public Defender has 37 supervisors spanning 15 divisions, with an average ratio of 12.54 attorneys to supervisors. Here is a breakdown, first with the claim in the Efficiency Report, followed by how we are actually staffed:

What the Efficiency Report claimed re attorney/supervisor staffing

<i>Unit</i>	<i>APD</i>	<i>APD Supervisor</i>	<i>APD/Supervisors</i>
Homicide TF	32	6	5.33
Municipal District	57	6	9.5
Legal Resources	33	3	11
Juvenile	29	5	5.8
Multiple Defendants	24	3	8
Skokie	29	1	29
Rolling Meadows	24	2.5	9.6
Trial Technology	3	2	1.5
Maywood	18	2	9
Bridgeview	35	3	11.67
Markham	42	1.2	35
Felony Trial	89	7	12.71
Civil Operations	43	1	43
Forensic Science Division	5	1	5
Totals	463	43.7	10.59

Our actual attorney/supervisor staffing

<i>Unit</i>	<i>APD</i>	<i>APD Supervisor</i>	<i>APD/Supervisors</i>
Homicide TF	28	2	14
Municipal District	56	4	14
Legal Resources	33	3	11
Juvenile	28	3	9.33
Multiple Defendants	23	2	7.66
Skokie	29	2	14.5
Rolling Meadows	21	1	21
Trial Technology	1	1	1
Maywood	24	2	12
Bridgeview	32	2	16
Markham	46	4	11.5
Felony Trial	95	7	13.57
Civil Operations	32	2	16
Forensic Science Division	6	1	6
Child protection conflicts	10	1	10
Totals	464	37	12.54

The numbers are skewed in part because of the listing of two recently created, specialized divisions within the Office. First, the Trial Technology Division was created in light of the inability to hire any Information Technology staff. Two attorneys with specialized knowledge were drafted to provide technology and computer assistance to the Public Defender staff. Second, the Forensic Science Division is comprised of attorneys with scientific knowledge. They assist assistant public defenders throughout the Office whenever a case involving forensic issues (such as ballistics, DNA, fingerprints) is involved. Given the increasing use of technology, and the recent report from the White House Council of Advisors on Science and Technology, both of these nascent divisions need to be expanded. Without them, the ratio of attorneys to supervisors is 13.06.

Both the Forensic Science and Trial Technology Divisions require staffing by individuals with specialized knowledge. Possession of general trial or supervisory skills is not sufficient. The remaining divisions, however, have supervisors distributed relatively evenly, with one exception. In Rolling Meadows, the Office has only one attorney supervisor. Due to budgetary holdbacks, we were not permitted to hire into several attorney supervisor vacancies. It was inevitable that a shortage would be felt somewhere. It was determined that one of the suburban locations could best afford having only one attorney supervisor. For many months, Maywood was staffed with only one attorney supervisor. Currently, Rolling Meadows is insufficiently staffed. Reassigning attorney supervisors would not provide additional resources for client services. However, the addition of even one or two attorney supervisors would make the allocation throughout all locations more equitable.

Finally, your letter asked about high-level management. The Public Defender has six deputy defender positions, four of which monitor multiple divisions. The Deputy of Suburban Operations oversees all five suburban offices. The Deputy of Central Operations oversees Felony Trial, First Municipal, and Homicide Task Force. The Deputy of Countywide Operations oversees two juvenile divisions (Juvenile Justice and Child Protection) and the Multiple Defendant Division. The Deputy of Conflict and Support Operations oversees Legal Resources, Child Protection Conflicts, Forensic Science, and Trial Technology.

In addition to the above, the Deputy of Employment Litigation oversees all civil litigation involving the Public Defender, including lawsuits against the Office or individuals in their official capacity; any and all complaints filed against attorneys with the Attorney Registration and Disciplinary Commission; discipline of attorneys and grievances resulting from those grievances; compliance with the Shakman Employment Plan; development of employee manual; EEO complaints; FOIA requests; and book requests.

Lastly, the Deputy of Community and Media Relations is responsible for handling all media inquiries; community outreach; law school and bar association outreach;

development and publication of Office rules; responses to clients and their families regarding concerns; contact and Office-sponsored education programs at law schools, colleges, high schools and elementary schools; contact and establishment of programs with faith-based organizations; and composition of all press releases.

As you can see from the duties listed above, no one or two individuals could be responsible for all the various duties. The operation of the Law Office of the Cook County Public Defender involves overseeing the activities of almost 700 staff, divided into three union locals, who are defending over 100,000 individuals each year. In light of technology, forensics, fiduciary obligations, labor issues, media presence, and multiple other factors, the practice of criminal defense and child protection defense is increasingly complex.

Even factoring in all my attorney-management staff, including the deputies, the First Assistant and Chief of Staff, the result is a ratio of 10.31 attorneys to supervisors. A report from the Department of Justice from 2010 (analyzing statistics from 2007) states that “There should be 1 managerial attorney for every 10 staff attorneys in an office to ensure effective attorney supervision.” See <http://www.bjs.gov/content/pub/pdf/spdp07.pdf> at page 14.

In conclusion, the number of attorney supervisory staff in my Office is not excessive.

Sincerely,



Amy P. Campanelli
Public Defender of Cook County

Cc: Brian Hamer, Chief of Staff
Ivan Samstein, Chief Financial Officer
Tanya Anthony, Director, Budget and Management