



Statement of Grant Award
FY2024 Improvement Grant – Modified 6/28/24

Grant Number: OLS-24-002
 Grantee Name: Lone Star Defenders Office
 Program Title: Indigent Defense for Operation Lone Star
 Grant Period: 1/1/2024-8/31/2025
 Grant Award: ~~\$30,715,837~~ **\$37,298,198**

The Texas Indigent Defense Commission (herein, the Commission) has awarded the above-referenced grant to Lone Star Defenders Office (herein, the Grantee) for indigent defense services. The authorized official named on the grant application must sign this Statement of Grant Award and return it to the Commission to accept the award. The Grantee will not receive any grant funds until this notice is executed and returned to the Commission. Funding is provided as listed in the categories in the table below:

	Original Grant Budget	Revised Grant Budget 6/28/24
1) Personnel - Salaries (Total Number of FTEs: 2933)	\$4,082,936	\$4,475,806
2) Fringe Benefits	\$1,020,734	\$1,118,951
3) Travel and Training	\$125,250	\$139,360
4) Equipment	\$125,250	\$61,712
5) Supplies & Direct Operating Expenses	\$125,250	\$71,743
6) Contract Services	\$24,726,050	\$30,871,150
8) Indirect	\$510,367	\$559,476
Total Proposed Costs	\$30,715,837	\$37,298,198
Matching Funds	0	0
Total Amount Funded by TIDC	\$30,715,837	\$37,298,198

Standard Grant Conditions

- The authorized official for the grantee accepts the grant award.
- The authorized official, financial officer, and program director, referred to below as grant officials, must comply with the terms of the grant as written in the Request for Applications issued in January 2023, including the rules and documents adopted by reference in the Commission’s Grant Rules in Title 1, Part 8, Chapter 173, Texas Administrative Code.
- The grant officials understand that a violation of any term of the grant may result in the Commission placing a temporary hold on grant funds, permanently de-obligating all or part of the grant funds, requiring reimbursement for funds already spent, or barring the organization from receiving future grants.
- Disbursement of funds is always subject to the availability of funds.
- The grant officials agree to follow the grant terms contained in the “Terms and Conditions” contained in Attachment A which includes the final grant application.

The authorized official for this grant program has read the preceding and terms and conditions detailed in Attachment A and indicates agreement by signing the Statement of Grant Award included below.

Amrutha Jindal

Signature of Authorized Official

Amrutha N. Jindal, Executive Director

Name & Title (please print)

8/13/2024

Date

Attachment A

Terms and Conditions

In addition to the program requirements stated in the Request for Applications (RFA), these specific program requirements apply to this program.

General Provisions and Governing Grant Standards

1. Grant #OLS-24-002 was approved by the Texas Indigent Defense Commission (TIDC) at its meeting on December 7, 2023, pursuant to TIDC's grant-making authority described in 79.037(a), Government Code as modified by the 87th Texas Legislature in HB295.
2. Only criminal indigent defense costs are eligible, including direct representation and support services related to criminal charges in connection with Operation Lone Star and indigent defense administration activities as described in the Operation Lone Star approved application. Other organizational expenses incurred by the Grantee as a result of the funded program's implementation, or which are necessary to the funded program's operation may be eligible with prior written approval of TIDC.
3. Grantee agrees to follow the Uniform Assurances and Standard Financial Management Conditions as detailed in the Texas Grant Management Standards (TGMS) published by the Texas Comptroller on January 1, 2020. Grantees that are not local governments must follow these standards unless exceptions are approved in writing by TIDC.
4. Pre-award costs directly related to the provision and/or coordination of indigent defense services in connection with Operation Lone Star as described in the application are eligible under this grant consistent with Texas Grant Management Standards, Appendix 7, which states: "Pre-award costs are those incurred prior to the effective date of the state award directly pursuant to the negotiation and in anticipation of the state award where such costs are necessary for efficient and timely performance of the scope of work. Such costs are allowable only to the extent that they would have been allowable if incurred after the date of the state award and only with the written approval of the state awarding agency."
5. Grantee may agree to assume outstanding financial obligations for Operation Lone Star (OLS) indigent defense services from previous OLS indigent defense service providers with prior written approval of TIDC. Such obligations include pending costs for representation provided by contracted attorneys or professionals who were appointed by and/or contracted with the former OLS indigent defense organization prior to this grant term for cases not yet disposed or services not yet paid. Such outstanding financial liabilities must be fully documented and itemized and may include reasonable estimates of costs for cases and services not yet resolved or paid.
6. Grantee must designate in writing an Authorized Official (AO), Program Director (PD), and Financial Officer (FO), consistent with TAC 173.301. The Program Director and the Authorized Official may be the same person. The Financial Officer may not serve as the Program Director or the Authorized Official.
7. Grantee shall make the Financial Officer or designee available for bi-monthly finance meetings with TIDC to discuss grant management, monitoring, and both financial and program data reporting under this grant and for each public defender contract executed with grant funds. Any designee should have access to the Grantee accounting and finance systems and general knowledge of organization finances.
8. Program income: Pursuant to Texas Administrative Code Section 173.204(b), grantees must use any program income to offset eligible program costs. Program income shall not increase the total program budget or the budget amount in any contracts or subawards. Program income will reduce advance payments by an equivalent amount.
9. Grantee must designate a person responsible for monitoring caseloads appointed by Grantee at least quarterly and provide written notification to TIDC if cases appointed exceed TIDC's published caseload guidelines.
10. Grantee must retain time records (TGMS page 29) that include actual time worked and both the employee signature and supervisor signature (TGMS Appendix 8) to support staff time dedicated to program-specific activities. The Grantee must maintain, retain, and be prepared to submit both invoices and proof of payment for all other costs approved in the grant budget and charged to this grant award. The Grantee must store and be

prepared to provide access to records to TIDC consistent with TAC 173.304 (c) upon request to monitor the Grantee and sub-contractor grant program expenditures and advanced funds balance.

11. In the event of loss or misuse of the funds, Grantee agrees that the lost or misused funds will be returned in full to the Texas Indigent Defense Commission.
12. Grantee will obtain insurance policies that are appropriate for the funded program. This shall include directors and officers liability coverage and, to the extent available, organizational coverage for managed assigned counsel programs and/or other insurance policies appropriate to the program's activities. Grantee will report to TIDC on efforts to search for appropriate insurance coverage.

Program Job Descriptions, Policies and Procedures

13. Grantee must provide to TIDC the minimum job requirements and a full job description for each of the staff positions specified under this project for review and approval prior to posting.
14. Grantee must develop a program policies and procedures manual to include, but not be limited to, the following: caseload management and monitoring, access to support services such as interpretation, investigators, experts, and *Padilla* advisals, how attorneys will apply, be added to, or be removed from a qualified appointment list, appointment procedures, voucher review and approval procedures, procurement procedures, purchasing procedures that include a list of project personnel having purchasing authority, travel policy, and other procedures that may be requested to implement the program described in the application consistent with TGMS. A draft program policies and procedures document is due with the first quarterly progress report.

Reporting

15. Programmatic Progress Report: Grantee must submit quarterly progress reports developed by TIDC to provide information on the operation of the program. Programmatic progress reports must be uploaded to the online TIDC Grants and Reporting Management website consistent with the reporting timeline in Exhibit 1 at the end of this document.
16. Staffing Report: Grantee must submit quarterly program staffing reports that document grantee and contractor position titles, position title numbers (if more than one position with same title), employee names, hire dates, separation dates, and vacancy date range. This staffing report shall also include actual salaries incurred for each funded position, or projected salaries for vacant positions. Grantee shall maintain a list of separated employees constituting a historical project personnel record.
17. Expenditure Report: Grantee must submit quarterly grant program expenditure reports detailing advance funds received, program income received, actual program expenditures, and available balance of advanced funds and program income and at the end of the reporting period. Due dates are described in the reporting timeline in Exhibit 1 at the end of this document. Upon receipt of a formal request for advanced payments consistent with Texas Administrative Code (TAC) 173.305 (c), TIDC will consider for approval advance grant payments under this award.
18. In order to be considered for an advance payment of grant funds, the grantee must be current on all required reports. Requests for advance disbursement of grant funds may be denied if all required quarterly grant expenditure reports are not filed with TIDC and complete. Program income must be applied to eligible program costs prior to requesting advance of grant funds. The program expenditure report shall be populated to the TIDC Grants and Reporting Management website consistent with the reporting timeline in Exhibit 1 at the end of this document. In no case shall advance grant funds exceed three months of budgeted project costs.
19. Grantee shall not provide advance funds to any contractor or sub-grantee which would result in the contractor or sub-grantee having an advanced fund balance of more than three months of the contractor or sub-grantee's budgeted project costs.

Change Management

20. Requests to revise the scope of the project including, but not limited to, position types, anticipated need for

overtime, non-budgeted costs, or similar matters that substantively alter project inputs or activities, require advance written approval from TIDC.

21. Budget adjustments consisting of reallocations of funds among or within budget categories in excess of ten percent of the original approved budget category or \$10,000, whichever is less, are considered budget adjustments and are allowable only with prior approval of the TIDC executive director.

Nonprofit Organization & Public Defender Office Contracting Requirements

22. Contracts with nonprofit organization and public defender offices for indigent defense services under this grant must be submitted to TIDC for approval prior to contract execution.
23. Contracts with nonprofit organizations and public defender offices must provide for contractors to designate a single point of contact with access to accounting systems and reports. This single point of contact should have general knowledge of organizational finances regarding contract management, monitoring, and both financial and program data reporting and to respond to contract terms and deliverables.
24. Contracts with nonprofit organizations and public defender offices must specify that contractors will accept a fixed number of cases per month.
25. Contracts with nonprofit organizations and public defender offices for indigent defense services must include a provision that contractors will not be paid amounts in excess of the total contract amount or the contractor's total eligible program expenditures, whichever is less, and that contractors must return any amounts advanced in excess of actual program expenditures within 60 days of the end of the contract term. If the contractor has open cases at the end of the contract term, advanced amounts may be applied toward the contractor's actual expenditures to resolve pending cases consistent with terms specified in the contract.
26. Grantees that use grant funds to contract for services must develop and include in the contract provisions to monitor each contract (TGMS page 25) that is for more than \$10,000 annually. Within sixty days of execution of the contract, the grantee will submit a monitoring pre-plan that includes how (monitoring plan) and when (monitoring timeline) contractors will be monitored. Monitoring will not commence before 6 months or after 10 months of contract execution. These contract monitoring provisions must include specific actions to be taken if the Grantee discovers that the contractor's performance does not meet the operational or performance terms of the contract. Performance terms should include but not be limited to:
 - a. Submission and approval of an itemized program budget that includes personnel, fringe benefits percentage per employee, travel and training, equipment, supply and direct operating, and contractual and professional service costs consistent with TGMS (pages 32- 39).
 - b. Quarterly reporting of actual program expenditures incurred during the period that are consistent with and do not exceed the approved grant budget.
 - i. The quarterly financial report must account for all eligible program expenditures and the balance of any all advanced funds remaining at the end of the reporting period (all program revenue less all eligible program expenses). Further, the grantee should account for program income earned (including any bank interest earned on advanced funds) that will reduce the requested payment by an amount equal to the program income.
 - c. Quarterly reporting of programmatic outputs and outcomes as described in the approved grant application, including but not limited to:
 - i. Number of new case appointments
 - ii. Number of cases disposed
 - iii. Number of open cases on the last day of the reporting period
 - d. Staffing report detailing hire dates, separation dates, vacancies, and actual salaries for each position funded under the contract.
27. Contracts for indigent defense services under this grant must require nonprofit organizations and public defender contractors to provide the Grantee with program policies and procedures within three months of contract execution. The policies and procedures must include standards for representation on appointed

cases; onboarding and training for new staff; travel policies; reimbursements; expert or other contract services related to representation; budget management; procurement procedures; and purchasing procedures that includes a list of project personnel having purchasing authority.

27. Contracts for indigent defense services under this grant must require contractors to maintain time records (TGMS page 29) that include actual time worked on the funded program with both the employee and supervisor signature (TGMS Appendix 8) to support staff time dedicated to program specific activities. Further, contracts must require contractors to maintain, retain, and be prepared to submit both invoices and proof of payment for all other costs approved in the grant budget and charged to this grant award. Contractors must be required to store and be prepared to provide access to records to the Grantee as necessary to monitor the contractor and grant program expenditures and cash on hand.

Appointment Responsibilities

28. Grantee agrees to appoint counsel in up to 550 Felony Case Equivalent (FCE) cases per month according to the following breakdown: up to 700 misdemeanor cases; up to 60 felony cases in Maverick, Zavala, or Dimmit counties; up to 150 felony cases in all other OLS counties. Felony Case Equivalent (FCE) shall be defined as two misdemeanor cases or one felony. All the charges filed against a client based on the same incident of arrest are considered one case. A case commences at the special magistrate's hearing pursuant to Tex. Code Crim. Proc. Art. 15.17 and shall be considered as the same case after an indictment or information is filed in a court of record.
29. Grantee must engage in good faith recruitment efforts to develop and maintain sufficient capacity to appoint counsel in at least 550 FCE cases per month.
30. Grantee agrees to maintain the representation caseload capacity described in #28 and #29 above consistent with program activities as outlined in the attached grant application. If new legislation or other substantive operational changes to OLS require different types of indigent defense representation and support services than outlined in the proposal, Grantee is not required to provide additional services until the OLS indigent defense representation program's scope and expectations are re-negotiated with TIDC and TIDC provides additional resources needed to meet any newly emerged program needs.
31. If, despite good faith efforts, Grantee does not have enough attorneys willing to accept cases, Grantee must notify TIDC as soon as possible, but no later than one business day after determining it is unable to make appointments. TIDC will work with Grantee to explore options regarding cases exceeding appointment capacity. If Grantee exceeds its appointment capacity, Grantee shall notify TIDC in writing that Grantee has exceeded its available appointment capacity within one business day of doing so, and request to refer OLS cases to local jurisdictions for appointment of counsel. In the event Grantee projects that the number of cases sent to Grantee for appointment of counsel will exceed appointment capacity described in this document, Grantee shall notify TIDC of the current number of cases appointed, the amount of capacity that has been used, and the date Grantee anticipates it will exceed its capacity.
32. Grantee must submit to TIDC a written monthly report of the total number of panel attorneys and public defenders handling cases pursuant to this grant award, as well as a list of recruitment activities in which Grantee has engaged during the preceding month.
33. Grantee agrees to make all reasonable efforts to collaborate with TIDC to ensure that effective representation is provided to OLS defendants when case volume exceeds the FCE capacity listed in this document. If it becomes necessary for TIDC to authorize grantee to refer OLS cases to local jurisdictions for appointment of counsel, Grantee agrees to organize Zoom training sessions providing an overview of the OLS program for locally appointed counsel, provide written materials to assist locally appointed counsel in performing OLS work, and work with local indigent defense programs to obtain local attorney contact information to provide such information to local attorneys' clients or clients' family members should they contact Grantee's office.
34. Grantee agrees to monitor the number of cases it has appointed to public defender offices and panel attorneys on an ongoing basis. The Grantee must obligate funds for each appointment and track and report outstanding financial liabilities for pending private counsel vouchers. Outstanding liabilities must be included in quarterly

financial reports or upon request by TIDC. If Grantee determines that liabilities for existing appointments to panel attorneys are projected to leave less than 25% of funds budgeted for cases assigned to panel attorneys under this grant award, Grantee must notify TIDC as expeditiously as possible, but in no event in less than 7 days. After receiving such notice, TIDC will begin efforts to procure additional state funding. Upon receipt of confirmation of such funds being available, TIDC will provide such confirmation to LSDO in writing and authorize LSDO to continue appointing cases to panel attorneys. Grantee may not make appointments that would exceed the Grantee's approved budget for private counsel appointments, unless TIDC authorizes Grantee to continue making appointments based on confirmation of additional funding.

The following documents are appended:

1. Approved LSDO grant modification/supplement request....pg. 8-11
2. LPDO/LSDO original grant request.....pg. 12-23
3. Original approved 2-year budget prior to program split.....pg. 24-25
4. Approved budget modification of original LPDO award....pg. 26
5. Original LSDO 20 month budget request.....pg. 27
6. LSDO modified 20-month budget request, approved.....pg. 28-29
7. Grant reporting due dates.....pg. 30

TIDC Grant Budget Adjustment Request

RE: FY2025 Budget Adjustment Request - Grant Number OLS 24-002

Lone Star Defenders Office (LSDO) requests a budget adjustment for the *Operation Lone Star Defense Program*. The details of the request are indicated in the table below:

Direct Costs	Current Approved Budget <small>(From award statement)</small>	Requested Line-Item Change <small>(+ or – amount for each category)</small>	Requested Adjusted Budget
1) Personnel	4,082,936	392,870	4,475,806
2) Fringe Benefits	1,020,734	98,217	1,118,951
3) Travel and Training	125,250	14,110	139,360
4) Equipment	125,250	(63,538)	61,712
5) Supplies & Direct Operating	125,250	(53,507)	71,743
6) Contract Services	24,726,050	6,145,100	30,871,150
7) Indirect Costs	510,367	49,109	559,476
Total Proposed Costs	30,715,837	6,582,361	37,298,198
Less Cash from Other Sources			
Total Amount Funded by Commission	30,715,837	6,582,361	37,298,198

- Rationale for Adjustment – Explain in detail the proposed changes to the budget and why they are needed. Be specific and use statistics, if possible. Use as much space as necessary to fully explain why the changes are necessary. Attach more detailed “before and after” budget category breakout as needed to fully explain changes.**

LSDO is requesting additional funding for three primary reasons:

- Hire four full-time staff attorneys (*Personnel, Fringe Benefits, Travel and Training*):** LSDO proposes that it hires four full-time staff attorneys that would be dedicated to spending 100% of their time on direct case representation. The four staff attorneys would initially handle misdemeanor cases but would later also handle felony cases as well. LSDO believes that hiring four full-time attorneys would allow for improved representation from a programmatic stand-point. Generally speaking, attorneys who are full-time working on Operation Lone Star cases are better able to provide greater representation services to their clients.

Additionally, it would come at a cost-savings to the defense program because these four staff attorneys would replace 6 to 8 contract attorneys on the panel whom LSDO has to pay an hourly rate of \$120-\$200 per hour. A full-time staff attorney would cost approximately \$130,000 per year and would be able to handle a full TIDC-Guidelines caseload of 240 misdemeanors/120 felonies annually. A panel attorney on average spends 8 hours on a misdemeanor case at an hourly rate of \$120. So for \$130,000, a panel attorney would be able to handle about 140 misdemeanors – 100 fewer cases than what a full-time attorney could handle for the same amount of money. These savings would be even greater if the staff attorneys started taking felony cases since we pay a higher hourly rate (\$150-\$200) for those, including drive time to in-person hearings.

2. **Liabilities transferred from LPDO (*Contract Services*):** As part of an Assignment Agreement with the Lubbock Private Defenders Office (LPDO), LSDO's predecessor organization, an estimated liabilities amount of \$5,645,100 was transferred to LSDO. These liabilities represent payments owed to private panel attorney contractors on OLS cases that were assigned to them by LPDO but were still open cases at the time that LPDO's grant concluded at the end of 2023. The payments associated with these cases were not contemplated by the previous grant award, so supplemental funding is being requested for Contract Services so that LSDO can pay contractors for their representation on LPDO-assigned cases.
3. **Increase to Neighborhood Defenders Services (NDS) budget (*Contract Services*):** NDS was previously allocated \$2,371,668 for FY25. LSDO has still not entered into a contract with NDS for FY25 though it estimates that the new contract will require an additional \$3.5 to \$4 million to what was previously budgeted. After reviewing NDS's budget and caseload capacity, it was determined that NDS will need this additional funding to support their operations and to allow them to have enough staffing for LSDO to maintain the 550 FCE case capacity required by our grant.

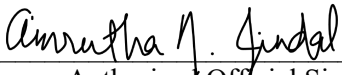
LSDO estimates that it will end FY24 with approximately \$3 million in unused funding. LSDO plans on using most of this funding to further supplement NDS's FY25 budget. Thus for ***Contract Services***, LSDO is asking for an increase of \$6,145,000 (approximately \$5,645,100 in Assignment Agreement liabilities and the balance for additional funding for NDS).

2. Detail any proposed changes to the staffing model and why they are needed.

LSDO will change our staffing model to include 4 full-time staff attorneys who will carry full caseloads and be 100% providing direct representation services to OLS clients. As detailed above, we believe these changes will be both programmatically and financially effective. From the programmatic standpoint, LSDO is already prepared to provide in-house training, supervision, interpretation and investigation services for the staff attorneys. They would also replace about 6 to 8 panel attorneys, which would more than offset the costs associated with having them onboard. *See above.*

3. Explain any proposed change in program Scope or Program Activities

The program scope or activities would not change beyond what is described above.



Authorized Official Signature

June 17, 2024

Date

Proposed LSDO Budget Amendment				
Lone Star Defenders Office Grant January 1, 2024 - August 31, 2025		Revised FY24 Budget	Revised FY25 Budget	Revised FY24 & FY25 Total Budget
Personnel (33 FTE)	Executive Director will lead indigent defense hub for OLS, oversee all OLS staff, contracted attorneys, and public defender organizations, point of contact for all system stakeholders, responsible for day-to-day operations. Amrutha Jindal, Salary \$174,000, Current employee (LSDO hired 10/1/23; LPDO-OLS hired 1/31/22) (Allocated 100% OLS)	\$118,922	\$182,700	\$301,622
	Legal Director will oversee OLS and contractor legal services, recruit contract attorneys, oversee and monitor panel attorney performance, consult with panel attorneys regarding defense strategy and motion practice. Doug Keller, Salary \$156,000, Current employee (LSDO hired 10/1/23; LPDO-OLS hired 6/1/22) (Allocated 100% OLS)	\$106,620	\$163,800	\$270,420
	Research and Writing Attorney will support other lawyers with trial-level filings as well as represent clients on appeal. Virginia Raymond, Salary \$120,000, Current employee (LSDO hired 5/13/24) (Allocated 100% OLS)	\$36,923	\$126,000	\$162,923
	Training Director will serve to coordinate all new attorney training and recruiting schedules. Will develop OLS training curriculum and recruitment criteria for onboarding panel attorneys and other contractors. Jose Ozuna, Salary \$115,000, Current employee (LSDO hired 10/4/23) (Allocated 100% OLS)	\$78,598	\$120,750	\$199,348
	Resource Attorney #1 will work with panel attorneys to provide direct case support, including training, continuing legal education, problem resolution in discovery and litigation, and monitor panel attorney vouchers and time entries. Neha Dubey, Salary \$110,000, Current employee (LSDO hired 10/1/23; LPDO-OLS hired 8/8/22) (Allocated 100% OLS)	\$75,181	\$115,500	\$190,681
	Resource Attorney #2 will work with panel attorneys to provide direct case support, including training, continuing legal education, problem resolution in discovery and litigation, and monitor panel attorney vouchers and time entries. Mikson Ehimika, Salary \$110,000, Current employee (LSDO hired 10/1/23; LPDO-OLS hired 8/10/22) (Allocated 100% OLS)	\$75,181	\$115,500	\$190,681
	Resource Attorney #3 will work with panel attorneys to provide direct case support, including training, continuing legal education, problem resolution in discovery and litigation, and monitor panel attorney vouchers and time entries. Eric Sundin, Salary \$110,000, Current employee (LSDO hired 10/4/23) (Allocated 100% OLS)	\$75,181	\$115,500	\$190,681
	Resource Attorney #4 will work with panel attorneys to provide direct case support, including training, continuing legal education, problem resolution in discovery and litigation, and monitor panel attorney vouchers and time entries. Morgan Shelburne, Salary \$110,000, Current employee (LSDO hired 10/4/23) (Allocated 100% OLS)	\$75,181	\$115,500	\$190,681
	Staff Attorney #1 will provide direct high-quality case representation, 100% caseload. Projected Salary \$100,000 (Allocated 100% OLS)	\$0	\$100,000	\$100,000
	Staff Attorney #2 will provide direct high-quality case representation, 100% caseload. Projected Salary \$100,000 (Allocated 100% OLS)	\$0	\$100,000	\$100,000
	Staff Attorney #3 will provide direct high-quality case representation, 100% caseload. Projected Salary \$100,000 (Allocated 100% OLS)	\$0	\$100,000	\$100,000
	Staff Attorney #4 will provide direct high-quality case representation, 100% caseload. Projected Salary \$100,000 (Allocated 100% OLS)	\$0	\$100,000	\$100,000
	Investigator will serve to assist panel attorneys on all investigation requests related to OLS cases – from witness interviews to on-site inspections to service of subpoenas. Andrew Sustaita, Salary \$75,000 (LSDO hired 2/26/24) (Allocated 100% OLS)	\$38,942	\$78,750	\$117,692
	Director of Client Advocacy will supervise, train, and oversee advocate caseloads, ensure advocates maintain an active caseload, coordinate advocate staffing, and ensure information and resources are disseminated to support client advocates services. Client Advocate #1 will serve as a bridge between clients and their attorneys, track clients who are on bond, assist client virtual court attendance, and support clients to ensure they receive adequate medical and other social service access. Selina Gonzalez, Salary \$63,000, Current employee (LSDO hired 10/1/23; LPDO-OLS hired 8/17/22) (Allocated 100% OLS)	\$57,411	\$88,200	\$145,611
	Client Advocate #2 will serve as a bridge between clients and their attorneys, track clients who are on bond, assist client virtual court attendance, and support clients to ensure they receive adequate medical and other social service access. Wendy Guzman, Salary \$66,000, Current employee (LSDO hired 10/1/23; LPDO-OLS hired 8/17/22) (Allocated 100% OLS)	\$43,058	\$66,150	\$109,208
	Client Advocate #3 will serve as a bridge between clients and their attorneys, track clients who are on bond, assist client virtual court attendance, and support clients to ensure they receive adequate medical and other social service access. Aline Roman, Salary \$63,000, Current employee (LSDO hired 10/1/23; LPDO-OLS hired 8/17/22) (Allocated 100% OLS)	\$45,108	\$69,300	\$114,408
	Client Advocate #4 will serve as a bridge between clients and their attorneys, track clients who are on bond, assist client virtual court attendance, and support clients to ensure they receive adequate medical and other social service access. Leslie Vargas, Salary \$66,000, Current employee (LSDO hired 10/1/23; LPDO-OLS hired 8/17/22) (Allocated 100% OLS)	\$43,058	\$66,150	\$109,208
	Client Advocate #5 will serve as a bridge between clients and their attorneys, track clients who are on bond, assist client virtual court attendance, and support clients to ensure they receive adequate medical and other social service access. Lidia Zamora, Salary \$66,000, Current employee (LSDO hired 10/4/23) (Allocated 100% OLS)	\$45,108	\$69,300	\$114,408
	Client Advocate #6 will serve as a bridge between clients and their attorneys, track clients who are on bond, assist client virtual court attendance, and support clients to ensure they receive adequate medical and other social service access. Helen Taboada, Salary \$60,000, Current employee (LSDO hired 10/4/23) (Allocated 100% OLS)	\$41,008	\$63,000	\$104,008
	Interpreters #1 will interpret at all stages of a criminal defense case for defendants, witnesses and attorneys virtually and jail settings, translate documents, and transcribe interpretations of evidentiary record. Keila Reyes, Salary \$65,000, Current employee (LSDO hired 10/1/23; LPDO-OLS hired 10/24/22) (Allocated 100% OLS)	\$44,425	\$68,250	\$112,675
	Director of Case Management: will oversee all aspects of case management, including appointments, reassignments, and docket management. Will work closely with court staff to resolve issues regarding appointment of counsel. Claudia Molina, Salary \$75,000, Current employee (LSDO hired 10/1/23; LPDO-OLS hired 11/29/21) (Allocated 100% OLS)	\$51,260	\$78,750	\$130,010
	Assignment Coordinator #1 will ensure daily indigent appointments are assigned to qualified panel attorneys, maintain an active list of private attorneys, and monitor attorney caseloads. Trace La Belle, \$58,000, Current employee (LSDO hired 10/1/23; LPDO-OLS hired 9/26/22) (Allocated 100% OLS)	\$39,641	\$60,900	\$100,541
	Assignment Coordinator #2 will ensure daily indigent appointments are assigned to qualified panel attorneys, maintain an active list of private attorneys, and monitor attorney caseloads. Gina Arreguin, Salary \$56,000 Current employee (LSDO hired 2/26/24) (Allocated 100% OLS)	\$29,077	\$58,800	\$87,877
	Case Management Specialist #1 will monitor and review OLS Criminal Dockets in all counties LSDO operates, including observing dockets (in-person and via Zoom) to take notes regarding court events, updating LSDO records regarding those events, and working with court staff and clients to facilitate court hearings. Angela Anzaldua, Salary \$58,000 Current employee (LSDO hired 2/26/24) (Allocated 100% OLS)	\$30,115	\$60,900	\$91,015
	Case Management Specialist #2 will monitor and review OLS Criminal Dockets in all counties LSDO operates, including observing dockets (in-person and via Zoom) to take notes regarding court events, updating LSDO records regarding those events, and working with court staff and clients to facilitate court hearings. Marta P Hernandez, Salary \$58,300 Current employee (LSDO hired 2/26/24) (Allocated 100% OLS)	\$30,115	\$60,900	\$91,015
	Legal Administrative Assistant will provide administrative support related to case management. Tabitha Rose, \$56,400, Current employee (LSDO hired 10/1/23; LPDO-OLS hired 03/28/2022) (Allocated 100% OLS)	\$38,547	\$59,220	\$97,767
	Billing Administrator will handle all accounts payable, including attorney vouchers and reimbursements, contractor invoices, and vendor payments. Tina Patrick, Salary \$65,000 Current employee (LSDO hired 12/7/23) (Allocated 100% OLS)	\$44,425	\$68,250	\$112,675

Proposed LSDO Budget Amendment				
Lone Star Defenders Office Grant January 1, 2024 - August 31, 2025		Revised FY24 Budget	Revised FY25 Budget	Revised FY24 & FY25 Total Budget
	Operations Manager will oversee the operational function of LSDO, including payroll, onboarding of employees, contracts with outside vendors, including insurance and tech, etc and other critical office needs. Cynthia Chavez, \$90,000, Current employee (LSDO hired 10/1/23; LPDO-OLS hired 10/3/22) (Allocated 100% OLS)	\$61,512	\$94,500	\$156,012
	Legal Technology Specialist will be in charge of setting up, managing and troubleshooting the org technology to include applicable software networks and data extraction. Will assist in developoing data dashboards with state required reporting. Projected Salary \$73,500 (Allocated 100% OLS)	\$0	\$73,500	\$73,500
	Marketing and Communications Manager will serve to create effective marketing materials, research targeted recruiting and promotional campaigns. Communicate and collaborate with stakeholders to promote the success of the organizations activities.	\$12,500	\$68,250	\$80,750
	Director of Finance and Grants will oversee all grants and contracts, including necessary reporting obligations. Will serve as single point of contact re finances. Will ensure financial compliance and health of organization. Lilia Miletta, Salary \$125,000, Current employee (LSDO hired 10/4/23) (Allocated 100% OLS)	\$85,211	\$131,251	\$216,462
	Accountant will provide assistance related to financial operations to the Director of Finance & Grants. Gladys Cantu, Salary \$75,000 Current employee (LSDO hired 5/23/24) (Allocated 100% OLS)	\$20,769	\$78,750	\$99,519
Personnel Salary TOTAL		\$1,488,185	\$2,987,621	\$4,475,806
Fringe Benefits	Fringe	\$372,046	\$746,905	\$1,118,951
Salary & Fringe TOTAL		\$1,860,231	\$3,734,526	\$5,594,757
Travel / Training	Executive Director and supervisory staff will travel to conferences or training events	\$9,000	\$27,700	\$36,700
	Supervisory staff and support staff flights, hotels, mileage, per diem reimbursements	\$20,000	\$82,660	\$102,660
Equipment	Purchasing 10-15 new laptops computers, monitors, ancillary IT equipment and replacing current laptops per depreciated schedule.	\$9,588	\$52,124	\$61,712
Supplies & Direct Operating Expenses	Office Supplies (Legal Pads, Post-it notes, Pens, Printer Paper, Printer Toner, Staples, other office supplies as needed), Furniture, Occupancy, Utilities, Memberships, Software, Library Research, membership dues, subscriptions	\$28,000	\$43,743	\$71,743
Contractual & Professional Services	Contractor - Professional Services (Audit, HR, IT, Legal, etc)	\$39,337	\$85,599	\$124,936
	LSDO Private Panel Contractors (attorneys, investigators, interpreters, etc)	\$1,812,845	\$9,757,532	\$11,570,377
	TRGPD Tri-County & Main	\$2,906,296	\$6,000,000	\$8,906,296
	NDS San Antonio + Houston	\$4,269,541	\$6,000,000	\$10,269,541
Indirect	DeMinimis (10%) MTDC*	\$186,023	\$373,453	\$559,476
TOTAL		\$11,140,862	\$26,157,336	\$37,298,198
TOTAL GRANT PERIOD BUDGET REQUESTED		\$37,298,198		

December 6, 2023

Scott Ehlers, Executive Director
Edwin Colfax, Director of Grant Funding
Texas Indigent Defense Commission

via email

RE: FY2024 Improvement Grant – Indigent Defense for Operation Lone Star

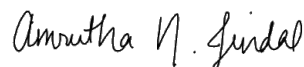
Dear Mr. Ehlers and Mr. Colfax:

As the Executive Director and authorized official of Lone Star Defenders Office (Lone Star Defenders), I write this letter to request that the Operation Lone Star (OLS) defense program grant be awarded to Lone Star Defenders effective January 1, 2024. The Board of the Texas Indigent Defense Commission previously awarded Grant OLS 24-001, for the period of September 1, 2023 to August 31, 2025, to the Lubbock Private Defenders Office (LPDO). LPDO's proposal for Grant OLS 24-001, which was approved by TIDC's Board, included the plan to transition the grant programming and budget to the newly formed Lone Star Defenders. Through this letter, I hereby ask that we effectuate that plan and that Lone Star Defenders be awarded the Operation Lone Star defense program grant.

Lone Star Defenders is a nonprofit organization that was formed in July 2022 (originally under the name the Texas Defense Coalition). As stated in its Bylaws, Lone Star Defenders was formed exclusively for charitable purposes under IRS Code Section 501(c)(3) and is being operated solely "to (i) appoint counsel, coordinate and monitor legal representation, and provide legal and support services to indigent individuals arrested or charged under Operation Lone Star[.]" Lone Star Defenders has been fully operational since October 1 of this year, and all of LPDO's programmatic team members transitioned to Lone Star Defenders. As such, Lone Star Defenders is well-situated to continue existing OLS defense program operations required under TIDC's grant with no disruption in services. Lone Star Defenders has provided TIDC with organizational documentation, including the Certificate of Formation, Bylaws, documentation of nonprofit status, and Board member information.

I request that a new grant award be issued directly to Lone Star Defenders for the term of January 1, 2024 to August 31, 2025 with a requested budget of \$30,965,086, which modifies LPDO's approved budget for Grant OLS 24-001 to cover 20 months of operations. I have enclosed a copy of that Budget as well as a Resolution from our Board authorizing that I submit this grant application.

Sincerely,



Amrutha N. Jindal
Executive Director, Lone Star Defenders
ajindal@lsdefense.org

OPERATION LONE STAR DEFENSE GRANT APPLICATION

submitted by Lubbock Private Defenders Office
on behalf of spin-off entity Lone Star Defenders Office
to the Texas Indigent Defense Commission

Grant Period: September 1, 2023 - August 31, 2025

submitted on June 21, 2023



LUBBOCK PRIVATE
DEFENDERS OFFICE

Chief Defender

Amrutha N. Jindal

Executive Director

Shannon Evans

www.OLSdefense.org



Lone Star
Defenders Office

Application for Operation Lone Star Defense Program Grant 2023 – 2025 by Lubbock Private Defenders Office on behalf of Lone Star Defenders Office

The Lubbock Private Defenders Office (LPDO) submits this grant application to the Texas Indigent Defense Commission (TIDC) to receive funds to administer the managed assigned counsel (MAC) program for Operation Lone Star (OLS) from September 1, 2023 to August 31, 2025. LPDO is in the process of creating a spin-off nonprofit entity, Lone Star Defenders Office (LSDO), that will take over all OLS operations prior to the commencement of the grant period. LPDO applies for this grant, and will accept the grant funds if awarded, upon the express condition that all parties agree that LPDO's OLS-related operations will transfer to LSDO prior to September 1, 2023. LPDO submits this grant operation on behalf of itself and LSDO.

LPDO has served as the MAC for OLS since August 2021, appointing cases and coordinating the defense program pursuant to the Supreme Court of Texas's Renewed Emergency Order Regarding Indigent Defense and the Border Security State of Disaster, Misc. Docket No. 23-9025 as well as TIDC's accompanying procedures.

Governor Greg Abbott launched OLS in March 2021 as a multi-billion dollar border security program that involved sending law enforcement officers to communities across the Texas-Mexico border. Since its inception, the State has charged over 10,000 individuals with crimes like misdemeanor criminal trespass and felony human smuggling.

In its role as the MAC for OLS defense for the past two years, LPDO has coordinated the efforts to ensure that all indigent individuals charged in designated counties have an appointed attorney should they want one. Going beyond mere appointment and stepping into the role of being the "indigent defense hub," LPDO has contracted with public defender offices, recruited attorneys, and built up training, resources, and monitoring efforts to ensure that defendants are receiving a high-quality defense. LPDO's employees' experience and success in administering the OLS MAC make LSDO well-qualified to provide services under this grant award to continue the defense functioning for the next two years.

I. ORGANIZATION BACKGROUND

LPDO is a nonprofit organization that was established in 2008 to provide indigent defense services to defendants in Lubbock County, Texas. In 2021, LPDO created a new division within its office to serve as the MAC for OLS cases. In 2022, LPDO's Executive Director Shannon Evans and LPDO-OLS's Chief Defender Amrutha Jindal formed a spin-off nonprofit that will eventually take over all OLS operations. That spinoff nonprofit was originally formed as the Texas Defense Coalition and is now in the process of formally having its name changed in its Certificate of Formation to Lone Star Defenders Office (LSDO). The name change occurred at the guidance of TIDC. The organization is registered as a 501(c)(3) nonprofit and is in the process of applying for tax-exempt status with the IRS with the assistance of outside counsel. The updated Certificate of Formation and application for tax-exempt status will be complete prior to the commencement of the September 1, 2023 grant period.

The formation of LSDO was needed based on consultation with the staff of LPDO's OLS program, LPDO's Executive Director, as well as LPDO's Board of Directors. Due to the size of the OLS program (both MAC staff as well as contractors), the different composition of the OLS program's staff compared to LPDO's main office (OLS staff being located across the state and having unique needs related to insurance, remote work, etc.), as well as the OLS practice being wholly outside of Lubbock County, the parties were all in agreement that spinning off into a new nonprofit was necessary for the functioning of the defense program to continue. LPDO notified TIDC of this need in the summer of 2022 and all steps are being taken to smoothly transition over operations to LSDO. All LPDO employees who are part of the OLS division will transfer over to LSDO, so aside from the change in name, all defense services will continue without disruption.

II. OVERVIEW OF OLS DEFENSE PROGRAM

Case Appointments

Since LPDO began its role as the MAC for OLS through June 1, 2023, it has appointed counsel to 7441 clients facing a top-charge misdemeanor offense, and 2412 clients facing a top-charge felony offense. LPDO has contracted with two public defenders offices – Texas Rio Grande Legal Aid and Neighborhood Defenders Services – as well as private panel attorneys to accept these appointments.

Because LPDO appoints counsel to defendants in multiple counties, and because these counties are not connected utilizing any kind of shared technology database, LPDO has had to create its own system for notifying stakeholders of appointments through the dissemination of a Notice of Assignment form. LPDO's goal is to appoint counsel within 24 business hours of receiving magistration paperwork from the Office of Court Administration.

- Of the 7441 misdemeanor appointments, 2373 went to TRLA (32%), 1339 went to NDS (18%), and 3729 went to the panel (50%).
- Of the 2412 felony appointments, 164 went to TRLA (7%), 701 went to NDS (29%), and 1547 went to the panel (64%).

When the OLS defense program first began, there was an expectation that the public defender offices LPDO contracted with (TRLA & NDS) would take a majority of case appointments. In practice, that has not been possible due to large arrest numbers combined with staffing challenges within TRLA and NDS. As a result, as seen in the numbers above, panel attorneys have historically taken the majority of appointments for OLS – which has then resulted in a greater workload demand from LPDO's staff. This grant application takes into account the historical nature of OLS appointments. While we expect NDS and TRLA to continue to maintain capacity or slightly grow capacity, we still expect that panel attorneys will receive the majority of OLS cases as more counties join OLS and arrest numbers continue to trend upwards.

Counties We're Operating In

LPDO/LSDO will continue to appoint counsel in counties that utilize the centralized magistration centers & fall under the scope of the Supreme Court's Emergency Order:

- Misdemeanors: Val Verde, Kinney, Maverick, Jim Hogg, Webb, Zapata.
- Felonies: Val Verde, Kinney, Maverick, Jim Hogg, Zavala, Zapata.

LPDO/LSDO will contract with NDS for representation in all misdemeanor counties and Val Verde and Kinney County felonies. LPDO/LSDO will contract with TRLA for representation in all misdemeanor counties and all felony counties. LPDO/LSDO will contract with panel attorneys for all appointments (including to cover conflicts). Should there be new counties that join OLS or a surge in arrest numbers, it's likely that LPDO/LSDO's panel will absorb these appointments. LPDO/LSDO has recently learned that Dimmit and Terrell counties will soon start sending OLS defendants to centralized magistration.

Recruitment & Application Process

LPDO has undertaken multiple efforts to recruit attorneys to join our panel, which LPDO/LSDO will continue and expand upon. Recruitment efforts have included having a table at Rusty Duncan, posting on social media and job employment websites like Indeed and LinkedIn, and speaking at legal conferences. We've also created a website that includes detailed Job Descriptions for panel attorneys – this has allowed attorneys who apply to have a clearer understanding of what they're signing up for.

Attorneys who wish to join the panel submit an application that is reviewed by the Legal Director. Applicants who pass this screening process then have an interview with the Legal Director and at least one Resource Attorney. If accepted onto the panel, LPDO requires attorneys to undergo OLS-specific training. *See Appendix A* for materials related to our recruitment and application process.

With the addition of a Training & Recruiting Director & Marketing Specialist, LPDO/LSDO would like to increase our recruitment efforts. The Training Director will travel around the state to recruit potential panel applicants from law schools, local bar organizations, and legal conferences. Marketing is also critical to recruitment and a Marketing Specialist will be responsible for creating appealing marketing materials. LPDO/LSDO would like to expand the panel from 27 attorneys currently to 40 - 50 attorneys. This will allow LPDO/LSDO to ensure that there are enough attorneys to handle the increasing number of OLS cases, and that attorneys will be within caseload guidelines in accepting these appointments. LPDO/LSDO plans on implementing a recruiting/training schedule on a quarterly basis.

Training Program & Support to Attorneys

LPDO has created a robust training program for OLS attorneys that LPDO/LSDO will continue, particularly with the addition of a Training Director. The success of our current training program has resulted in better representation for OLS clients. All trainings are open to panel, TRLA & NDS attorneys. Some of the training that has been provided in the past year of the program include:

- Misdemeanor New Attorney Training: 12-part training for all attorneys who join our misdemeanor panel.
- Felony New Attorney Training: 6-part training for all attorneys who join our felony panel.
- Cross-Examination Training: lecture & practical training with breakout groups
- Annual OLS Conference: 2-day meeting in Austin hosted with TCDLA

In addition to trainings, LPDO provides support to attorneys in a variety of ways that LSDO will continue. Some examples include:

- Weekly News & Notes email from Legal Director that summarizes developments in the law or other OLS-specific updates
- Motions & Writ Bank that includes everything from bail writs to motions to dismiss
- County Court & District Court Explainers that lays out specifics for each jurisdiction
- Weekly “office hours” for attorneys to stop by and chat with a Resource Attorney

See *Appendix B* for examples of materials related to trainings & support.

Monitoring of Attorney Performance

In the first six months of the OLS program, there were serious issues related to attorneys not promptly conducting initial visits with clients, attorneys not attending court hearings, and attorneys not keeping track of their clients which resulted in clients spending months in custody. LPDO implemented systems to monitor panel attorneys that LSDO will continue. Some examples include:

- Monthly review of the Jail Visitation Log created by TDCJ to ensure that all newly arrested defendants receive a timely initial visit by their appointed attorney.
- Monthly review of the Jail Rosters for Briscoe and Segovia to identify clients who have been in lengthy pretrial custody & related follow-up with attorneys.
- Monthly meetings between panel attorneys, their assigned Resource Attorney, and their assigned Client Advocate to review cases.

As described below, these monitoring tools have resulted in a vast improvement in defense function.

Success of LPDO as a MAC

1. Improvement in quality of defense: In February 2022, hundreds of defendants in custody had never been visited by an attorney. An LPDO client advocate received 150+ calls per day with complaints from clients and their families. Judges and court staff would regularly contact the Chief Defender about attorneys not appearing at court hearings. While there is still room for improvement, these problems for the most part have largely disappeared due to the changes implemented by the MAC - from a more standardized recruitment and onboarding process to extensive training and the incorporation of Resource Attorneys and Client Advocates onto the MAC staff. In the past year, LPDO has removed 20+ attorneys from the panel and brought on 20+ new ones. LPDO has never received a single complaint from the court regarding any of the attorneys who are currently on our misdemeanor panel.

One such change was the creation of an Attorney Appointment Rotation Schedule whereby panel attorneys receive cases one designated week per month. This allows attorneys to know in advance as to when they will receive appointments so that they can block off time in their schedules, as well as with an interpreter if needed, to conduct timely initial visits. *See Appendix B for an example of this schedule.*

2. Decrease in detention rates: A quantifiable way to measure the improvement in defense representation is through an analysis of detention rates. In April 2022, there were 656 clients in custody for misdemeanor charges and the average amount of time they had been in custody was 50 days. In April 2023, there were only 98 clients in custody for misdemeanor charges and the average time they had been in custody was 15 days. Collectively that means that *years* of liberty have been saved through the improvements of the defense function.
3. Litigation support: LPDO has worked closely with panel attorneys and TRLA and NDS to provide litigation support and resources. There are currently hundreds of OLS cases on appeal before the Fourth Court of Appeals and others before the Court of Criminal Appeals. Five judges in five different counties have found the OLS trespass program unconstitutional for violating equal protection principles – advancing that argument required extensive briefing, evidentiary hearings, witness testimony by LPDO’s Assignments Supervisor, and investigative resources. We will continue to work closely with our partners in providing support needed to zealously defend these cases.

Challenges Unique to the OLS Defense Program

Through LPDO’s experience serving as the MAC for the past two years, there is now a lot more insight into the challenging nature of the OLS program than what was known in the summer of 2021. These challenges set the OLS program apart from other MACs in the state and support many of the changes being made to our budget proposal for the next two years.

Some of the challenges unique to OLS include:

- *Changing nature of practice*: When the program first launched, everyone believed that it would be a program geared towards misdemeanor trespass charges, resulting in a focus on recruiting less-experienced attorneys well situated to take misdemeanors. For the first year of the program, over 85% of the cases were misdemeanors. But within the last 8 months, there has been a significant increase in felony cases – with now more of a 60/40% split between felonies/misdemeanors. This unexpected change has required recruitment of new, experienced attorneys to take the felonies.
- *Changing nature of court proceedings*: With the increase in felonies has come a change in the nature of court proceedings, with district judges requiring defense counsel to be present in-person for hearings rather than appearing by Zoom, which was the norm for misdemeanors. We’ve also seen misdemeanor judges start requiring in-person appearances for docket call settings. This requires attorneys to spend hours commuting to court which can impact their overall caseload numbers.

- *Growing number of counties:* As new counties join OLS, there is a big learning curve on the front-end to figure out how that county will operate. Each court, judge, and prosecution office in OLS functions in their own ways and in the first couple of months of a county joining, cases tend to move slower as counties figure out their own internal procedures and as the defense bar tries to learn them.
- *Nature of clients:* OLS clients tend to be unfamiliar with the U.S. criminal legal system, can only be visited by Zoom, and frequently require an interpreter. This has resulted in defense counsel spending more time conducting client visits and fielding family phone calls.
- *Nature of OLS Litigation:* There has been extensive litigation in OLS cases, to include complex writs, mandamus, and appeals. Many very experienced Texas attorneys have expressed that some of the litigation they're engaging in for their OLS cases is new to them. This too results in an increase in defense time expended on cases.

III. BUDGET REQUESTED

LPDO is applying for the enclosed grant budget for the two-year period from September 1, 2023 to August 31, 2025. This grant will be transferred to LSDO prior to the commencement of the grant period upon final completion of all necessary paperwork. This grant budget includes staffing for LPDO/LSDO to continue to serve as the MAC, contract services for panel attorneys, as well as contracts with TRLA and NDS to continue appointments on OLS cases. The total budget requested is \$37,681,149.

See Enclosed Budget Proposal.

IV. LPDO/LSDO PERSONNEL REQUESTED

Under our Budget Proposal, LPDO/LSDO is seeking changes and an expansion in personnel. The following narratives explain each new position being added or changed:

- Executive Director (currently Chief Defender): this position will carry over from current operations with a slight expansion in role. The Executive Director will be responsible for the overall functioning of LSDO, including management of the defense function, all organizational operations, engagement with the Board of Directors, and carrying out the organization's mission.

Legal Team

- Legal Director: this position will carry over from current operations. The Legal Director is responsible for overseeing the defense legal function of LSDO. The Legal Director's goal is to ensure that each client appointed counsel by LSDO receives a high-quality defense.

- Training Director: this is a new position. The Training Director will be responsible for all recruiting and training efforts for LSDO. This will include traveling around the state to recruit potential panel applicants (from law schools, local bar organizations, legal conferences, etc) and working with the Legal Director to interview potential applicants. The Training Director will also work with the Legal Director in continuing to provide a robust training program for all attorneys joining the panel, as well as ongoing CLEs relevant to OLS practice for all attorneys taking LSDO appointments. The goal will be to recruit and train new attorneys on a quarterly basis to ensure that we have a robust, well-trained panel.
- Resource Attorney (4): this position will carry over from current operations with the expansion from 2 to 4 Resource Attorneys. Resource Attorneys work closely with panel attorneys to support them on their cases. Given the constantly evolving nature of the OLS program, RAs provide more support to attorneys than typically seen in MACs. The RAs are also responsible for monitoring their attorneys' performance in cases. The expansion of the RAs is needed because the MAC expects to bring even more attorneys on to the panel.
- Investigator: this is a new position. The Investigator will be responsible for assisting panel attorneys on all investigation requests related to OLS cases – from witness interviews to on-site inspections to service of subpoenas. LPDO currently contracts with 2 investigators in the Del Rio and Laredo areas, however attorneys have faced challenges utilizing these investigators due to the quick turnaround nature of OLS investigations. For example, it's often the case that attorneys get less than week notice about an evidentiary hearing, and that means that subpoenas have to be served immediately on witnesses. Contract investigators who have other projects have not had adequate time to drop everything to assist on these quick turnaround projects. LSDO will continue to utilize contract investigators depending on the location of the investigation and to avoid conflicts of interest, but having a FTE Investigator will allow more attorneys to utilize investigative services on their OLS cases. It will also allow LSDO to provide more guidance and oversight over the work performed.
- Paralegal: this is a new position. The Paralegal will be responsible for assisting LSDO's legal team with filings as well as helping maintain representation resources for all counties. This will include regularly updating our County/District Explainers & motions bank, and other administrative functions of the legal team.

Client Advocacy Team

- Director of Client Advocacy: this position will carry over from current operations. The Director of Client Advocacy is responsible for overseeing the client advocacy function of LSDO. The Director of Client Advocacy's goal is to ensure that each client appointed counsel by LSDO can receive holistic representation and to bridge the gap (including language barriers) between defense counsel and clients and their families.
- Client Advocate (6): this position will carry over from current operations with the expansion from 4 to 6 Client Advocates. CAs work closely with panel attorneys to help bridge the gap between defense counsel and clients and their families. Our CAs are all bilingual in Spanish

and many have mental health training. When a defendant receives a Notice of Assignment form, in addition to his defense attorney's name, the CA name is also listed so that he has a direct point of contact should the attorney be unavailable or not speak Spanish. The expansion of the CAs is needed because the MAC expects to bring even more attorneys on to the panel.

- Interpreter (2): this position will carry over from current operations with the expansion from 1 to 2 Spanish-language interpreters. The expansion of the Interpreters is needed because the MAC expects to bring even more attorneys on to the panel and because arrest numbers are trending upwards. Having sufficient interpreters on staff will ensure that attorneys can conduct timely visits with their clients.

Case Management Team

- Director of Case Management (currently Assignments Supervisor): this position will carry over from current operations with a change in title and expansion in role. The Director of Case Management is responsible for overseeing all aspects of the administration of cases, from appointments to closing. The Director of Case Management's goal is to ensure the smooth administration of all logistics related to OLS cases, including how Legal Server is utilized as well as capturing necessary reporting data.
- Assignments Coordinator (2): this position will carry over from current operations. The Assignments Coordinator is responsible for receiving and reviewing magistration paperwork and appointing counsel within a timely manner.
- Administrative Assistant: this position will carry over from current operations. The Administrative Assistant is responsible for providing support to the Case Management team and panel attorneys, including providing all records LPDO receives as the indigent defense hub (rosters, release paperwork etc) to appointed attorneys.
- Docket Clerk: this is a new position. The Docket Clerk is responsible for coordinating and monitoring the defense-side of all OLS dockets as part of LSDO's function as the indigent defense hub. The Docket Clerk will review and update dockets for accuracy of attorney designations, attend all court sessions to record notes relevant for representation and client advocacy, and field questions during court directed at LSDO should they arise.
- Voucher Clerk (currently Billing Administrator): this position will carry over from current operations with a change in title. The Voucher Clerk is responsible for timely reviewing all vouchers submitted by panel attorneys and ensuring that all supporting documentation for vouchers has been submitted.

Operations Team

- Director of Operations: this is a new position. The Director of Operations will oversee the operational function of LSDO, including contracting with outside vendors for services – like technology, insurance, etc, as well as other critical office needs.

- IT Specialist: this position will carry over from current operations (and is currently vacant). The IT Specialist will be in charge of setting up, managing, and troubleshooting the organization's technology to include applicable software networks and data extractions. The IT Specialist will assist in developing data dashboards and other functions that will help operations run more efficiently.
- Marketing Specialist: this is a new position. The Marketing Specialist will create effective marketing materials, research targeted recruiting and promotional campaigns, and collaborate with organizational partners to help with overall recruiting efforts. The Specialist will help oversee updates onto the organization's website and social media.

Finance

- Director of Finance & Grants: this position will carry over from current operations (and is currently vacant). The Director of Finance and Grants will oversee all grants and contracts that LSDO engages, be responsible for maintaining Quickbooks and other financial records, and will be the single point of contact for all financial reporting obligations.
- Financial Administrative Assistant (currently Billing Assistant): this position is a title and role change from current operations. The Financial Administrative Assistant will provide administrative support to the financial functioning of the organization, including processing of reimbursements and contractor invoices, internal record-keeping related to payments, and support to LSDO staff for staff travel and other reimbursements.

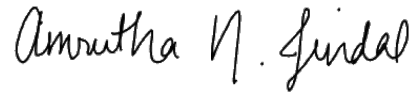
See Appendix C for examples of all current job descriptions. Updated job descriptions will be prepared upon approval of grant positions.

V. OTHER GRANT EXPENSES

Separate from personnel, LPDO/LSDO is requesting funding for travel and training, equipment, supplies and direct operating expenses, as well as contract expenses (to include contracts with professional services, private panel contractors, TRLA, and NDS).

LPDO/LSDO is confident that it will be able to continue to improve the defense function for OLS should it receive this grant award. We look forward to working with TIDC and our other partners at TRLA and NDS to ensure that all defendants charged in OLS receive the highest quality of defense representation.

Sincerely,

A handwritten signature in black ink that reads "Amrutha N. Jindal". The signature is written in a cursive style with a large initial 'A'.

Amrutha Jindal
Chief Defender, OLS-LPDO

A handwritten signature in blue ink that reads "Shannon Evans". The signature is written in a cursive style with a large initial 'S'.

Shannon Evans
Executive Director, LPDO

Original approved program budget for two years, prior to organizational split

Budget Category	Lone Star Defenders Grant Proposal FY 2024 - FY 2025	FY 2024 Salary/Cost	FY 2025 Salary/Cost
Personnel (29 FTE)	<p>Executive Director will lead indigent defense hub for OLS, oversee all OLS staff, contracted attorneys, and public defender organizations, point of contact for all system stakeholders, responsible for day-to-day operations. Amrutha Jindal, Salary \$174,000 + Fringe (25%) \$43,500 (Current employee hired 1/31/22) (Allocated 100% OLS)</p>	\$174,000.00	\$182,700.00
	<p>Legal Director will oversee OLS and contractor legal services, recruit contract attorneys, oversee and monitor panel attorney performance, consult with panel attorneys regarding defense strategy and motion practice. Doug Keller, Salary \$156,000 + Fringe (25%) \$39,000 (Current employee hired 6/1/22) (Allocated 100% OLS)</p>	\$156,000.00	\$163,800.00
	<p>Training Director will serve to coordinate all new attorney training and recruiting schedules. Will develop OLS training curriculum and recruitment criteria for onboarding panel attorneys and other contractors. Projected Salary \$125,000 + Fringe (25%) \$31,250 (Allocated 100% OLS)</p>	\$125,000.00	\$131,250.00
	<p>Resource Attorney #1 will work with panel attorneys to provide direct case support, including training, continuing legal education, problem resolution in discovery and litigation, and monitor panel attorney vouchers and time entries. Neha Dubey, Projected Salary \$110,000 + Fringe (25%) \$27,500 (Current employee hired 08/08/2022) (Allocated 100% OLS)</p>	\$110,000.00	\$115,500.00
	<p>Resource Attorney #2 will work with panel attorneys to provide direct case support, including training, continuing legal education, problem resolution in discovery and litigation, and monitor panel attorney vouchers and time entries. Mikson Ehimika, Projected Salary \$110,000 + Fringe (25%) \$27,500 (Current employee hired 08/10/2022) (Allocated 100% OLS)</p>	\$110,000.00	\$115,500.00
	<p>Resource Attorney #3 will work with panel attorneys to provide direct case support, including training, continuing legal education, problem resolution in discovery and litigation, and monitor panel attorney vouchers and time entries. Projected Salary \$110,000 + Fringe (25%) \$27,500 (Allocated 100% OLS)</p>	\$110,000.00	\$115,500.00
	<p>Resource Attorney #4 will work with panel attorneys to provide direct case support, including training, continuing legal education, problem resolution in discovery and litigation, and monitor panel attorney vouchers and time entries. Projected Salary \$110,000 + Fringe (25%) \$27,500 (Allocated 100% OLS)</p>	\$110,000.00	\$115,500.00
	<p>Investigator will serve to assist panel attorneys on all investigation requests related to OLS cases – from witness interviews to on-site inspections to service of subpoenas. Salary \$80,000 + Fringe (25%) \$20,000 (Allocated 100% OLS)</p>	\$85,000.00	\$89,250.00
	<p>Paralegal will serve to assist the entire legal department with prepping filings and maintenance of records. Projected Salary \$56,000 + Fringe (25%) \$14,000 (Allocated 100% OLS)</p>	\$56,000.00	\$58,800.00
	<p>Director of Client Advocacy will supervise, train, and oversee advocate caseloads, ensure advocates maintain an active caseload, coordinate advocate staffing, and ensure information and resources are disseminated to support client advocates services. Nancy Arreguin, Salary \$84,000 + Fringe (25%) \$21,000 (Current employee hired 3/21/22) (Allocated 100% OLS)</p>	\$84,000.00	\$88,200.00
	<p>Client Advocate #1 will serve as a bridge between clients and their attorneys, track clients who are on bond, assist client virtual court attendance, and support clients to ensure they receive adequate medical and other social service access. Selina Gonzalez, Salary \$66,000 + Fringe (25%) \$16,500 (Current employee hired 08/17/2022) (Allocated 100% OLS)</p>	\$66,000.00	\$69,300.00
	<p>Client Advocate #2 will serve as a bridge between clients and their attorneys, track clients who are on bond, assist client virtual court attendance, and support clients to ensure they receive adequate medical and other social service access. Wendy Guzman, Salary \$66,000 + Fringe (25%) \$16,500 (Current employee hired 08/17/2022) (Allocated 100% OLS)</p>	\$66,000.00	\$69,300.00
	<p>Client Advocate #3 will serve as a bridge between clients and their attorneys, track clients who are on bond, assist client virtual court attendance, and support clients to ensure they receive adequate medical and other social service access. Aline Roman, Salary \$66,000 + Fringe (25%) \$16,500 (Current employee hired 08/17/2022) (Allocated 100% OLS)</p>	\$66,000.00	\$69,300.00
	<p>Client Advocate #4 will serve as a bridge between clients and their attorneys, track clients who are on bond, assist client virtual court attendance, and support clients to ensure they receive adequate medical and other social service access. Leslie Vargas, Salary \$66,000 + Fringe (25%) \$16,500 (Current employee hired 08/17/2022) (Allocated 100% OLS)</p>	\$66,000.00	\$69,300.00
	<p>Client Advocate #5 will serve as a bridge between clients and their attorneys, track clients who are on bond, assist client virtual court attendance, and support clients to ensure they receive adequate medical and other social service access. Projected Salary \$60,000 + Fringe (25%) \$15,000 (Allocated 100% OLS)</p>	\$60,000.00	\$63,000.00
	<p>Client Advocate #6 will serve as a bridge between clients and their attorneys, track clients who are on bond, assist client virtual court attendance, and support clients to ensure they receive adequate medical and other social service access. Projected Salary \$60,000 + Fringe (25%) \$15,000 (Allocated 100% OLS)</p>	\$60,000.00	\$63,000.00
	<p>Interpreters #1 will interpret at all stages of a criminal defense case for defendants, witnesses and attorneys virtually and jail settings, translate documents, and transcribe interpretations of evidentiary record. Keila Reyes, Salary \$65,000 + Fringe (25%) \$16,250 (Current employee hired 10/24/2022) (Allocated 100% OLS)</p>	\$65,000.00	\$68,250.00
	<p>Interpreters #2 will interpret at all stages of a criminal defense case for defendants, witnesses and attorneys virtually and jail settings, translate documents, and transcribe interpretations of evidentiary record. Projected Salary \$65,000 + Fringe (25%) \$16,250 (Allocated 100% OLS)</p>	\$65,000.00	\$68,250.00
	<p>Director of Case Management (currently Assignments Supervisor) will oversee all aspects of case management, from assignment to closing and vouchering. Claudia Molina, Salary \$75,000 + Fringe (25%) \$18,750.00 (Current employee hired 11/29/2021) (Allocated 100% OLS)</p>	\$75,000.00	\$78,750.00
	<p>Assignment Coordinator #1 will ensure daily indigent appointments are assigned to qualified panel attorneys, maintain an active list of private attorneys, and monitor attorney caseloads. Trace Segundo, \$56,000 + Fringe (25%) \$14,000 (Allocated 100% OLS)</p>	\$56,000.00	\$58,800.00
	<p>Assignment Coordinator #2 will ensure daily indigent appointments are assigned to qualified panel attorneys, maintain an active list of private attorneys, and monitor attorney caseloads. Projected Salary \$56,000 + Fringe (25%) \$14,000 (Allocated 100% OLS)</p>	\$56,000.00	\$58,800.00
	<p>Docketing Clerk will review and update dockets for accuracy of attorney designations, attend all court sessions to record notes relevant for representation and client advocacy and to be present for LPDO should issues arise Projected Salary \$56,000 + Fringe (25%) \$14,000 (Allocated 100% OLS)</p>	\$56,000.00	\$58,800.00
	<p>Administrative Assistant will provide administrative support related to case management. Tabitha Rose, \$56,400 + Fringe (25%) \$14,100 (Current employee hired 03/28/2022) (Allocated 100% OLS)</p>	\$56,400.00	\$59,220.00
	<p>Voucher Clerk (currently Billing Administrator) will provide defendant intake, explain the process of counsel appointment, obtain defendant contact information, and ensure that all defendants are appointed counsel. Projected Salary \$56,000 + Fringe (25%) \$14,000 (Allocated 100% OLS)</p>	\$60,000.00	\$63,000.00
	<p>Director of Operations will oversee the operational function of the spin-off, including contracting with outside vendors for insurance, tech, and other critical office needs. Cynthia Chavez, \$90,000 + Fringe (25%) \$112,500 (Current employee hired 11/29/2021) (Allocated 100% OLS)</p>	\$90,000.00	\$94,500.00
	<p>IT Specialist will be in charge of setting up, managing and troubleshooting the org technology to include applicable software networks and data extraction. Will assist in developing data dashboards with state required reporting. Projected Salary \$70,000 + Fringe (25%) \$87,500 (Allocated 100% OLS)</p>	\$70,000.00	\$73,500.00
	<p>Marketing Specialist will serve to create effective marketing materials, research targeted recruiting and promotional campaigns. Communicate and collaborate with stakeholders to promote the success of the organizations activities. Projected Salary \$65,000 + Fringe (25%) \$16,250 (Allocated 100% OLS)</p>	\$56,000.00	\$58,800.00
	<p>Director of Finance and Grants will oversee all grants and contracts, including necessary reporting obligations. Will serve as single point of contact re finances. Projected Salary \$108,000 + Fringe (25%) \$16,250 (Allocated 100% OLS)</p>	\$108,000.00	\$113,400.00

	Finance Administrative Assistant (currently Billing Assistant) will provide grant related data collection assistance to program manager, in addition to assisting the chief defender and OLS dedicated staff with travel coordination and reimbursements. Projected Salary \$56,400 + Fringe (25%) \$16,250 (Allocated 100% OLS)	\$56,400.00	\$59,220.00
Fringe Benefits		Fringe (25%)	\$593,450.00
			\$623,122.50
Travel/Training	Executive Director and supervisory staff will travel to mandatory conferences or training events	\$37,500.00	\$37,500.00
	Supervisory staff and support staff flights, hotels, mileage, per diem reimbursements	\$37,500.00	\$37,500.00
Equipment	Purchasing 10-15 new laptops computers, monitors, ancillary IT equipment and replacing current laptops per depreciated schedule.	\$75,000.00	\$75,000.00
Supplies & Direct Operating Expenses	Office Supplies (Legal Pads, Post-it notes, Pens, Printer Paper, Printer Toner, Staples, other office supplies as needed), Furniture, Occupancy, Utilities, Memberships, Software, Library Research, 3rd party payroll, Association Dues	\$75,000.00	\$75,000.00
	Contractor - Professional Services (conflict investigators, other-than-Spanish interpreters, experts etc)	\$20,000.00	\$20,000.00
Contractual & Professional Services	LPDO Private Panel Contractors	\$4,500,000.00	\$4,500,000.00
	TRLA Tri-County & Main	\$6,000,000.00	\$6,000,000.00
	NDS San Antonio + Houston	\$4,750,000.00	\$4,750,000.00
Indirect	DeMinimis (10%) MTDC*	\$296,725.00	\$311,561.25
		\$18,758,975.00	\$18,922,173.75
TOTAL GRANT PERIOD BUDGET REQUESTED		\$37,681,148.75	

Approved budget modification of original 2-year grant to LPDO

August 31, 2023

Edwin Colfax, Director of Grant Funding
Texas Indigent Defense Commission
209 West 14th Street, Room 202
Austin, Texas 78701

Re: OLS-24-001 - **Budget Adjustment Request for Contract Services for NDS**

Dear Mr. Colfax:

The Lubbock Private Defenders Office (LPDO) signed a Statement of Grant Award for Grant OLS-24-001 on August 30, 2023. The budget for this Grant includes a total of \$9.5 million dollars for contractual services to Neighborhood Defenders Services of Texas (NDS) for their Houston and San Antonio offices that perform Operation Lone Star defense work. This \$9.5 million was budgeted at \$4.75 million per year for FY24 and FY25.

LPDO is now prepared to enter into a one-year contract for FY24 (September 1, 2023 to August 31, 2024) with NDS for OLS work. This contract would be for \$7,128,332, which is \$2,628,332 more than the \$4.5 million allocated for NDS in OLS 24-001's budget for FY24. It is uncertain whether LPDO will enter into a contract for FY25 with NDS, but should we choose to do so, there would be \$2,371,668 remaining for this contract.

LPDO requests the following budget adjustment for OLS-24-001:

1. That contractual services for NDS for FY24 be increased to \$7,128,332 and that contractual services for NDS for FY25 be reduced to \$2,371,668. LPDO is not seeking a change in the overall \$9.5 million awarded for contractual services with NDS at this time.

This budget adjustment is necessary for NDS to be able to have the capacity to perform the volume of OLS case representation needed in FY24.

Please let us know if this request is approved. Should you have any questions, please notify me.

Sincerely,



Shannon Evans
Executive Director, LPDO

Original LSDO 20-Month Budget Proposal

Budget Category	Lone Star Defenders Office Grant Proposal January 1, 2024 - August 31, 2025	Jan - Aug 2024 Salary/Cost	FY 2025 Salary/Cost	
Personnel (29 FTE)	Executive Director will lead indigent defense hub for OLS, oversee all OLS staff, contracted attorneys, and public defender organizations, point of contact for all system stakeholders, responsible for day-to-day operations. Amrutha Jindal, Salary \$174,000, Current employee (LSDO hired 10/1/23; LPDO-OLS hired 1/31/22) (Allocated 100% OLS)	\$116,580.00	\$182,700.00	
	Legal Director will oversee OLS and contractor legal services, recruit contract attorneys, oversee and monitor panel attorney performance, consult with panel attorneys regarding defense strategy and motion practice. Doug Keller, Salary \$156,000, Current employee (LSDO hired 10/1/23; LPDO-OLS hired 6/1/22) (Allocated 100% OLS)	\$104,520.00	\$163,800.00	
	Training Director will serve to coordinate all new attorney training and recruiting schedules. Will develop OLS training curriculum and recruitment criteria for onboarding panel attorneys and other contractors. Jose Ozuna, Salary \$125,000, Current employee (LSDO hired 10/4/23) (Allocated 100% OLS)	\$83,750.00	\$131,250.00	
	Resource Attorney #1 will work with panel attorneys to provide direct case support, including training, continuing legal education, problem resolution in discovery and litigation, and monitor panel attorney vouchers and time entries. Neha Dubey, Salary \$110,000, Current employee (LSDO hired 10/1/23; LPDO-OLS hired 8/8/22) (Allocated 100% OLS)	\$73,700.00	\$115,500.00	
	Resource Attorney #2 will work with panel attorneys to provide direct case support, including training, continuing legal education, problem resolution in discovery and litigation, and monitor panel attorney vouchers and time entries. Mikson Ehimika, Salary \$110,000, Current employee (LSDO hired 10/1/23; LPDO-OLS hired 8/10/22) (Allocated 100% OLS)	\$73,700.00	\$115,500.00	
	Resource Attorney #3 will work with panel attorneys to provide direct case support, including training, continuing legal education, problem resolution in discovery and litigation, and monitor panel attorney vouchers and time entries. Eric Sundin, Salary \$110,000, Current employee (LSDO hired 10/4/23) (Allocated 100% OLS)	\$73,700.00	\$115,500.00	
	Resource Attorney #4 will work with panel attorneys to provide direct case support, including training, continuing legal education, problem resolution in discovery and litigation, and monitor panel attorney vouchers and time entries. Morgan Shelburne, Salary \$110,000, Current employee (LSDO hired 10/4/23) (Allocated 100% OLS)	\$73,700.00	\$115,500.00	
	Investigator will serve to assist panel attorneys on all investigation requests related to OLS cases – from witness interviews to on-site inspections to service of subpoenas. Projected Salary \$85,000 (Allocated 100% OLS)	\$56,950.00	\$89,250.00	
	Paralegal will serve to assist the entire legal department with prepping filings and maintenance of records. Projected Salary \$56,000 (Allocated 100% OLS)	\$37,520.00	\$58,800.00	
	Director of Client Advocacy will supervise, train, and oversee advocate caseloads, ensure advocates maintain an active caseload, coordinate advocate staffing, and ensure information and resources are disseminated to support client advocates services. Nancy Arreguin, Salary \$84,000, Current employee (LSDO hired 10/1/23; LPDO-OLS hired 3/21/22) (Allocated 100% OLS)	\$56,280.00	\$88,200.00	
	Client Advocate #1 will serve as a bridge between clients and their attorneys, track clients who are on bond, assist client virtual court attendance, and support clients to ensure they receive adequate medical and other social service access. Scilina Gonzalez, Salary \$66,000, Current employee (LSDO hired 10/1/23; LPDO-OLS hired 8/17/22) (Allocated 100% OLS)	\$44,220.00	\$69,300.00	
	Client Advocate #2 will serve as a bridge between clients and their attorneys, track clients who are on bond, assist client virtual court attendance, and support clients to ensure they receive adequate medical and other social service access. Wendy Guzman, Salary \$66,000, Current employee (LSDO hired 10/1/23; LPDO-OLS hired 8/17/22) (Allocated 100% OLS)	\$44,220.00	\$69,300.00	
	Client Advocate #3 will serve as a bridge between clients and their attorneys, track clients who are on bond, assist client virtual court attendance, and support clients to ensure they receive adequate medical and other social service access. Aline Roman, Salary \$66,000, Current employee (LSDO hired 10/1/23; LPDO-OLS hired 8/17/22) (Allocated 100% OLS)	\$44,220.00	\$69,300.00	
	Client Advocate #4 will serve as a bridge between clients and their attorneys, track clients who are on bond, assist client virtual court attendance, and support clients to ensure they receive adequate medical and other social service access. Leslie Vargas, Salary \$66,000, Current employee (LSDO hired 10/1/23; LPDO-OLS hired 8/17/22) (Allocated 100% OLS)	\$44,220.00	\$69,300.00	
	Client Advocate #5 will serve as a bridge between clients and their attorneys, track clients who are on bond, assist client virtual court attendance, and support clients to ensure they receive adequate medical and other social service access. Lidia Zamora, Salary \$60,000, Current employee (LSDO hired 10/4/23) (Allocated 100% OLS)	\$40,200.00	\$63,000.00	
	Client Advocate #6 will serve as a bridge between clients and their attorneys, track clients who are on bond, assist client virtual court attendance, and support clients to ensure they receive adequate medical and other social service access. Helen Taboada, Salary \$60,000, Current employee (LSDO hired 10/4/23) (Allocated 100% OLS)	\$40,200.00	\$63,000.00	
	Interpreters #1 will interpret at all stages of a criminal defense case for defendants, witnesses and attorneys virtually and jail settings, translate documents, and transcribe interpretations of evidentiary record. Keila Reyes, Salary \$65,000, Current employee (LSDO hired 10/1/23; LPDO-OLS hired 10/24/22) (Allocated 100% OLS)	\$43,550.00	\$68,250.00	
	Interpreters #2 will interpret at all stages of a criminal defense case for defendants, witnesses and attorneys virtually and jail settings, translate documents, and transcribe interpretations of evidentiary record. Projected Salary \$65,000 (Allocated 100% OLS)	\$43,550.00	\$68,250.00	
	Director of Case Management will oversee all aspects of case management, including appointments, reassignments, and docket management. Will work closely with court staff to resolve issues regarding appointment of counsel. Claudia Molina, Salary \$75,000, Current employee (LSDO hired 10/1/23; LPDO-OLS hired 11/29/21) (Allocated 100% OLS)	\$50,250.00	\$78,750.00	
	Assignment Coordinator #1 will ensure daily indigent appointments are assigned to qualified panel attorneys, maintain an active list of private attorneys, and monitor attorney caseloads. Trace Segundo, \$88,000, Current employee (LSDO hired 10/1/23; LPDO-OLS hired 9/26/22) (Allocated 100% OLS)	\$37,520.00	\$58,800.00	
	Assignment Coordinator #2 will ensure daily indigent appointments are assigned to qualified panel attorneys, maintain an active list of private attorneys, and monitor attorney caseloads. Projected Salary \$56,000 (Allocated 100% OLS)	\$37,520.00	\$58,800.00	
	Docketing Clerk will review and update dockets for accuracy of attorney designations, attend all court sessions to record notes relevant for representation and client advocacy and to be present for LSDO should issues arise Projected Salary \$56,000 (Allocated 100% OLS)	\$37,520.00	\$58,800.00	
	Legal Administrative Assistant will provide administrative support related to case management. Tabitha Rose, \$56,400, Current employee (LSDO hired 10/1/23; LPDO-OLS hired 03/28/2022) (Allocated 100% OLS)	\$37,788.00	\$59,220.00	
	Billing Administrator will handle all accounts payable, including attorney vouchers and reimbursements, contractor invoices, and vendor payments. Tina Patrick, Salary \$60,000, Employee starting 12/7/23 (Allocated 100% OLS)	\$40,200.00	\$63,000.00	
	Operations Manager will oversee the operational function of LSDO, including payroll, onboarding of employees, contracts with outside vendors, including insurance and tech, etc and other critical office needs. Cynthia Chavez, \$90,000, Current employee (LSDO hired 10/1/23; LPDO-OLS hired 10/3/22) (Allocated 100% OLS)	\$60,300.00	\$94,500.00	
	Legal Technology Specialist will be in charge of setting up, managing and troubleshooting the org technology to include applicable software networks and data extraction. Will assist in developing data dashboards with state required reporting. Projected Salary \$70,000 (Allocated 100% OLS)	\$46,900.00	\$73,500.00	
	Marketing Specialist will serve to create effective marketing materials, research targeted recruiting and promotional campaigns. Communicate and collaborate with stakeholders to promote the success of the organizations activities. Projected Salary \$56,000 (Allocated 100% OLS)	\$37,520.00	\$58,800.00	
	Director of Finance and Grants will oversee all grants and contracts, including necessary reporting obligations. Will serve as single point of contact re finances. Will ensure financial compliance and health of organization. Lilia Miletto, Salary \$108,000, Current employee (LSDO hired 10/4/23) (Allocated 100% OLS)	\$72,360.00	\$113,400.00	
	Finance Administrative Assistant will provide assistance related to financial operations to the Director of Finance & Grants. Projected Salary \$56,400 (Allocated 100% OLS)	\$37,788.00	\$59,220.00	
		Personnel Salary TOTAL	\$1,590,446.00	\$2,492,490.00
	Fringe Benefits	Fringe (25%)	\$397,611.50	\$623,122.50
		Salary & Fringe TOTAL	\$1,988,057.50	\$3,115,612.50
	Travel/Training	Executive Director and supervisory staff will travel to conferences or training events Supervisory staff and support staff flights, hotels, mileage, per diem reimbursements	\$25,125.00 \$25,125.00	\$37,500.00 \$37,500.00
	Equipment	Purchasing 10-15 new laptops computers, monitors, ancillary IT equipment and replacing current laptops per depreciated schedule.	\$50,250.00	\$75,000.00
	Supplies & Direct Operating Expenses	Office Supplies (Legal Pads, Post-it notes, Pens, Printer Paper, Printer Toner, Staples, other office supplies as needed), Furniture, Occupancy, Utilities, Memberships, Software, Library Research, 3rd party payroll, Association Dues	\$50,250.00	\$75,000.00
	Contractual & Professional Services	Contractor - Professional Services (professional support in accounting, HR, tech, legal, etc)	\$13,400.00	\$30,000.00
		LSDO Private Panel Contractors (attorneys, investigators, interpreters, etc)	\$3,015,000.00	\$4,500,000.00
		TRPD Tri-County & Main	\$4,020,000.00	\$6,000,000.00
		NDS San Antonio + Houston	\$4,775,982.44	\$2,371,668.00
	Indirect	DeMinimis (10%) MTDC*	\$198,805.75	\$560,810.25
			\$14,161,995.69	\$16,803,090.75

TOTAL GRANT PERIOD BUDGET REQUESTED \$30,965,086.44

From: [Lilia Miletti](#)
To: [Edwin Colfax](#); [Scott Ehlers](#)
Cc: [Amrutha Jindal](#); [Christian Bowne](#); [Shannon Evans](#); [Linda Gonzalez](#); [William Cox](#)
Subject: FW: Grant transition from LPDO to LSDO
Date: Tuesday, December 12, 2023 1:23:30 PM
Attachments: [image001.png](#)
[image002.png](#)
[image003.png](#)
[image004.png](#)
[LSDO FY 2024 2025 Budget Proposal - 12.12.23.xlsx](#)

Hello TIDC,

Attached is a revised budget for LSDO for FY 24 and 25. Edwin just shared with us that there was a formula error on the prior Excel regarding indirect amount for FY25. I'm sorry about that. The version attached corrects that error, and the requested Indirect rate amount for FY25 has been reduced to \$311,651.25. The updated total for the grant budget is now \$30,715,837.44.

Please let me know if you have any questions.

Thanks,

Lilia

From: Amrutha Jindal
Sent: Wednesday, December 6, 2023 7:06 AM
To: Edwin Colfax <EColfax@tidc.texas.gov>; Scott Ehlers <SEhlers@tidc.texas.gov>
Cc: Lilia Miletti <lmiletti@lsdefense.org>; Christian Bowne <CBowne@tidc.texas.gov>; Shannon Evans <sevans@lpdo.org>; Linda Gonzalez <LGonzalez@tidc.texas.gov>; William Cox <WCox@tidc.texas.gov>
Subject: RE: Grant transition from LPDO to LSDO

Good morning! Attached are the following documents. Please let me know if I missed anything or any changes are necessary. I'll be on the road heading back from the border but should be back in Houston by late afternoon.

1. Letter from LSDO
2. LPDO/LSDO's FY24 and 25 Grant Application to TIDC
3. LSDO's modified Budget in excel and PDF formats
4. Unanimous Consent of LSDO's Board re Grant Application as well as Services Agreement (feel free to delete the Services Agreement pages if you don't need those).

We also plan on executing the Services Agreement upon Shannon's confirmation this week and proceeding with the transition of funding for the October 1 – December 31 period.

Thank you,
Amrutha

Please note my new email address: ajindal@lsdefense.org

LSDO 20- Month Grant Budget Proposal, Modified 12.11.23

FINAL TIDC-Approved 20-Month LSDO Budget

Budget Category	Lone Star Defenders Office Grant Proposal January 1, 2024 - August 31, 2025	Jan - Aug 2024 Salary/Cost	FY 2025 Salary/Cost	
Personnel (29 FTE)	Executive Director will lead indigent defense hub for OLS, oversee all OLS staff, contracted attorneys, and public defender organizations, point of contact for all system stakeholders, responsible for day-to-day operations. Amrutha Jindal, Salary \$174,000, Current employee (LSDO hired 10/1/23; LPDO-OLS hired 1/31/22) (Allocated 100% OLS)	\$116,580.00	\$182,700.00	
	Legal Director will oversee OLS and contractor legal services, recruit contract attorneys, oversee and monitor panel attorney performance, consult with panel attorneys regarding defense strategy and motion practice. Doug Keller, Salary \$156,000, Current employee (LSDO hired 10/1/23; LPDO-OLS hired 6/1/22) (Allocated 100% OLS)	\$104,520.00	\$163,800.00	
	Training Director will serve to coordinate all new attorney training and recruiting schedules. Will develop OLS training curriculum and recruitment criteria for onboarding panel attorneys and other contractors. Jose Ozuna, Salary \$125,000, Current employee (LSDO hired 10/4/23) (Allocated 100% OLS)	\$83,750.00	\$131,250.00	
	Resource Attorney #1 will work with panel attorneys to provide direct case support, including training, continuing legal education, problem resolution in discovery and litigation, and monitor panel attorney vouchers and time entries. Neha Dubey, Salary \$110,000, Current employee (LSDO hired 10/1/23; LPDO-OLS hired 8/8/22) (Allocated 100% OLS)	\$73,700.00	\$115,500.00	
	Resource Attorney #2 will work with panel attorneys to provide direct case support, including training, continuing legal education, problem resolution in discovery and litigation, and monitor panel attorney vouchers and time entries. Mikson Ehimika, Salary \$110,000, Current employee (LSDO hired 10/1/23; LPDO-OLS hired 8/10/22) (Allocated 100% OLS)	\$73,700.00	\$115,500.00	
	Resource Attorney #3 will work with panel attorneys to provide direct case support, including training, continuing legal education, problem resolution in discovery and litigation, and monitor panel attorney vouchers and time entries. Eric Sundin, Salary \$110,000, Current employee (LSDO hired 10/4/23) (Allocated 100% OLS)	\$73,700.00	\$115,500.00	
	Resource Attorney #4 will work with panel attorneys to provide direct case support, including training, continuing legal education, problem resolution in discovery and litigation, and monitor panel attorney vouchers and time entries. Morgan Shelburne, Salary \$110,000, Current employee (LSDO hired 10/4/23) (Allocated 100% OLS)	\$73,700.00	\$115,500.00	
	Investigator will serve to assist panel attorneys on all investigation requests related to OLS cases – from witness interviews to on-site inspections to service of subpoenas. Projected Salary \$85,000 (Allocated 100% OLS)	\$56,950.00	\$89,250.00	
	Paralegal will serve to assist the entire legal department with prepping filings and maintenance of records. Projected Salary \$56,000 (Allocated 100% OLS)	\$37,520.00	\$58,800.00	
	Director of Client Advocacy will supervise, train, and oversee advocate caseloads, ensure advocates maintain an active caseload, coordinate advocate staffing, and ensure information and resources are disseminated to support client advocates services. Nancy Arreguin, Salary \$84,000, Current employee (LSDO hired 10/1/23; LPDO-OLS hired 3/21/22) (Allocated 100% OLS)	\$56,280.00	\$88,200.00	
	Client Advocate #1 will serve as a bridge between clients and their attorneys, track clients who are on bond, assist client virtual court attendance, and support clients to ensure they receive adequate medical and other social service access. Selina Gonzalez, Salary \$66,000, Current employee (LSDO hired 10/1/23; LPDO-OLS hired 8/17/22) (Allocated 100% OLS)	\$44,220.00	\$69,300.00	
	Client Advocate #2 will serve as a bridge between clients and their attorneys, track clients who are on bond, assist client virtual court attendance, and support clients to ensure they receive adequate medical and other social service access. Wendy Guzman, Salary \$66,000, Current employee (LSDO hired 10/1/23; LPDO-OLS hired 8/17/22) (Allocated 100% OLS)	\$44,220.00	\$69,300.00	
	Client Advocate #3 will serve as a bridge between clients and their attorneys, track clients who are on bond, assist client virtual court attendance, and support clients to ensure they receive adequate medical and other social service access. Aline Roman, Salary \$66,000, Current employee (LSDO hired 10/1/23; LPDO-OLS hired 8/17/22) (Allocated 100% OLS)	\$44,220.00	\$69,300.00	
	Client Advocate #4 will serve as a bridge between clients and their attorneys, track clients who are on bond, assist client virtual court attendance, and support clients to ensure they receive adequate medical and other social service access. Leslie Vargas, Salary \$66,000, Current employee (LSDO hired 10/1/23; LPDO-OLS hired 8/17/22) (Allocated 100% OLS)	\$44,220.00	\$69,300.00	
	Client Advocate #5 will serve as a bridge between clients and their attorneys, track clients who are on bond, assist client virtual court attendance, and support clients to ensure they receive adequate medical and other social service access. Lidia Zamora, Salary \$60,000, Current employee (LSDO hired 10/4/23) (Allocated 100% OLS)	\$40,200.00	\$63,000.00	
	Client Advocate #6 will serve as a bridge between clients and their attorneys, track clients who are on bond, assist client virtual court attendance, and support clients to ensure they receive adequate medical and other social service access. Helen Taboada, Salary \$60,000, Current employee (LSDO hired 10/4/23) (Allocated 100% OLS)	\$40,200.00	\$63,000.00	
	Interpreters #1 will interpret at all stages of a criminal defense case for defendants, witnesses and attorneys virtually and jail settings, translate documents, and transcribe interpretations of evidentiary record. Keila Reyes, Salary \$65,000, Current employee (LSDO hired 10/1/23; LPDO-OLS hired 10/24/22) (Allocated 100% OLS)	\$43,550.00	\$68,250.00	
	Interpreters #2 will interpret at all stages of a criminal defense case for defendants, witnesses and attorneys virtually and jail settings, translate documents, and transcribe interpretations of evidentiary record. Projected Salary \$65,000 (Allocated 100% OLS)	\$43,550.00	\$68,250.00	
	Director of Case Management will oversee all aspects of case management, including appointments, reassignments, and docket management. Will work closely with court staff to resolve issues regarding appointment of counsel. Claudia Molina, Salary \$75,000, Current employee (LSDO hired 10/1/23; LPDO-OLS hired 11/29/21) (Allocated 100% OLS)	\$50,250.00	\$78,750.00	
	Assignment Coordinator #1 will ensure daily indigent appointments are assigned to qualified panel attorneys, maintain an active list of private attorneys, and monitor attorney caseloads. Trace Segundo, \$58,000, Current employee (LSDO hired 10/1/23; LPDO-OLS hired 9/26/22) (Allocated 100% OLS)	\$37,520.00	\$58,800.00	
	Assignment Coordinator #2 will ensure daily indigent appointments are assigned to qualified panel attorneys, maintain an active list of private attorneys, and monitor attorney caseloads. Projected Salary \$56,000 (Allocated 100% OLS)	\$37,520.00	\$58,800.00	
	Docketing Clerk will review and update dockets for accuracy of attorney designations, attend all court sessions to record notes relevant for representation and client advocacy and to be present for LSDO should issues arise Projected Salary \$56,000 (Allocated 100% OLS)	\$37,520.00	\$58,800.00	
	Legal Administrative Assistant will provide administrative support related to case management. Tabitha Rose, \$56,400, Current employee (LSDO hired 10/1/23; LPDO-OLS hired 03/28/2022) (Allocated 100% OLS)	\$37,788.00	\$59,220.00	
	Billing Administrator will handle all accounts payable, including attorney vouchers and reimbursements, contractor invoices, and vendor payments. Tina Patrick, Salary \$60,000, Employee starting 12/7/23 (Allocated 100% OLS)	\$40,200.00	\$63,000.00	
	Operations Manager will oversee the operational function of LSDO, including payroll, onboarding of employees, contracts with outside vendors, including insurance and tech, etc and other critical office needs. Cynthia Chavez, \$90,000, Current employee (LSDO hired 10/1/23; LPDO-OLS hired 10/3/22) (Allocated 100% OLS)	\$60,300.00	\$94,500.00	
	Legal Technology Specialist will be in charge of setting up, managing and troubleshooting the org technology to include applicable software networks and data extraction. Will assist in developing data dashboards with state required reporting. Projected Salary \$70,000 (Allocated 100% OLS)	\$46,900.00	\$73,500.00	
	Marketing Specialist will serve to create effective marketing materials, research targeted recruiting and promotional campaigns. Communicate and collaborate with stakeholders to promote the success of the organizations activities. Projected Salary \$56,000(Allocated 100% OLS)	\$37,520.00	\$58,800.00	
	Director of Finance and Grants will oversee all grants and contracts, including necessary reporting obligations. Will serve as single point of contact re finances. Will ensure financial compliance and health of organization. Lilia Miletti, Salary \$108,000, Current employee (LSDO hired 10/4/23) (Allocated 100% OLS)	\$72,360.00	\$113,400.00	
	Finance Administrative Assistant will provide assistance related to financial operations to the Director of Finance & Grants. Projected Salary \$56,400 (Allocated 100% OLS)	\$37,788.00	\$59,220.00	
		Personnel Salary TOTAL	\$1,590,446.00	\$2,492,490.00
	Fringe Benefits	Fringe (25%)	\$397,611.50	\$623,122.50
		Salary & Fringe TOTAL	\$1,988,057.50	\$3,115,612.50
	Travel/Training	Executive Director and supervisory staff will travel to conferences or training events	\$25,125.00	\$37,500.00
		Supervisory staff and support staff flights, hotels, mileage, per diem reimbursements	\$25,125.00	\$37,500.00
	Equipment	Purchasing 10-15 new laptops computers, monitors, ancillary IT equipment and replacing current laptops per depreciated schedule.	\$50,250.00	\$75,000.00
	Supplies & Direct Operating Expenses	Office Supplies (Legal Pads, Post-it notes, Pens, Printer Paper, Printer Toner, Staples, other office supplies as needed), Furniture, Occupancy, Utilities, Memberships, Software, Library Research, 3rd party payroll, Association Dues	\$50,250.00	\$75,000.00
	Contractual & Professional Services	Contractor - Professional Services (professional support in accounting, HR, tech, legal, etc)	\$13,400.00	\$30,000.00
		LSDO Private Panel Contractors (attorneys, investigators, interpreters, etc)	\$3,015,000.00	\$4,500,000.00
		TRPD Tri-County & Main	\$4,020,000.00	\$6,000,000.00
		NDS San Antonio + Houston	\$4,775,982.44	\$2,371,668.00
	Indirect	DeMinimis (10%) MTDC*	\$198,805.75	\$311,561.25
			\$14,161,995.69	\$16,553,841.75

TOTAL GRANT PERIOD BUDGET REQUESTED \$30,715,837.44

Exhibit 1: Timeline for Reporting		
Reporting Period	Reports Due	Date Report Due
Jan-Mar 2024	Grant Expenditure Report, Staffing Report & Programmatic Progress Report	Friday, April 26, 2024
Apr-Jun 2024	Grant Expenditure Report, Staffing Report & Programmatic Progress Report	Friday, July 26, 2024
Jul-Aug 2024	Grant Expenditure Report, Staffing Report & Programmatic Progress Report	Friday, September 27, 2024
Sep + Oct-Dec 2024	Grant Expenditure Report, Staffing Report & Programmatic Progress Report	Friday, January 24, 2025
Jan-Mar 2025	Grant Expenditure Report, Staffing Report & Programmatic Progress Report	Friday, April 25, 2025
Apr-Jun 2025	Grant Expenditure Report, Staffing Report & Programmatic Progress Report	Friday, July 25, 2025
Jul-Aug 2025	Grant Expenditure Report, Staffing Report & Programmatic Progress Report	Friday, September 26, 2025
Reports submitted on-line at https://tidc.tamu.edu		