

Staff Report

Focused Review: Office of Defense Services Overview of Services and Office Resources

153rd General Assembly, 1st session



*Respectfully submitted to the
Joint Legislative Oversight and Sunset Committee
May 2025*

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Special thanks: We appreciate the support of the Office of Defense Services staff in preparing this report.

Table of Contents

ABOUT THIS REPORT

ABOUT THIS REPORT	4
NEXT STEPS	4

OBJECTIVES, SCOPE, AND METHODOLOGY

OBJECTIVE	5
SCOPE	5
METHODOLOGY	5
FIELDWORK COMPLETED	5

REVIEW BACKGROUND

REVIEW BACKGROUND	6
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REVIEW OBSERVATIONS

STAFFING	7
PAY MATRIX.....	7
BUDGET AND FUNDING	8
PERFORMANCE AND QUALITY CONTROL	9
PUBLIC OUTREACH.....	12
AREAS OF SUPPORT AND PLACES FOR IMPROVEMENT	12
ANNUAL REPORTING	12

JLOSC STAFF FINDINGS

JLOSC STAFF FINDINGS	13
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APPENDICES

APPENDIX A ODS Organizational Chart	14
APPENDIX B ODS Grant List	18
APPENDIX C ODS 2025 Annual Report	19

ABOUT THIS REPORT

This staff report, prepared by the Division of Legislative Services, focuses on the Office of Defense Services. The Joint Legislative Oversight and Sunset Committee selected this topic and assigned it to the Division of Legislative Services staff on May 9, 2024.

The Joint Legislative Oversight and Sunset Committee (“JLOSC” or “Committee”) is a bipartisan 10-member legislative body which performs periodic legislative review of the performance and activities of state entities designed to increase accountability and improvement. The primary purpose of any JLOSC review is to assess genuine public need and performance of the entity under review. JLOSC performs its duties with support provided by the dedicated and objective staff of Division of Legislative Services. The Division of Legislative Services is an independent and confidential reference bureau for the General Assembly and supplies many services, including staff support for JLOSC.

JLOSC staff completes focused reviews as assigned by majority vote of JLOSC members. A focused review contrasts with the broader evaluation of a full review and evaluates a component within an entity, such as a specific statute, policy, rule, regulation, or program related to the entity. The Committee and its staff define the scope of a focused review, guiding the research process. Once the research is completed, a staff report is prepared for JLOSC members, summarizing the research, findings, conclusions, and recommendations.

JLOSC staff prepared this report following research conducted in line with an agreed-upon project scope. The focused review adhered to national evaluation standards, requiring thorough planning and execution to gather sufficient evidence supporting the findings and conclusions based on the review’s objectives and scope. Staff believe the evidence obtained provides a reasonable basis for their findings and conclusions. Additionally, the Objectives, Scope, and Methodology section discusses the fieldwork procedures used while conducting the research and developing this report.

This staff report may contain recommendations for JLOSC to review and discuss. Committee members are not obligated to adopt the staff's recommendations and may modify, reject, or propose new ones. Final recommendations are determined during public meetings and adopted with an affirmative vote from 7 members. Once JLOSC adopts recommendations, the review progresses to the implementation phase, which may involve drafting legislation.

Next Steps

JLOSC will hold a public meeting to receive an overview of the staff report and accept public comment on the scope of the review.¹ Following this, the Committee will determine the appropriate next steps, which may include adopting recommendations or scheduling additional meetings for further discussion.²

¹ Public meeting notices found on the Committee’s website and the State of Delaware’s Public Meeting Calendar.

² [29 Del. C. § 10214.](#)

OBJECTIVE, SCOPE, AND METHODOLOGY

Objective

Prepare a brief overview of Delaware's system of attorneys for indigent criminal defendants and office resources for the prosecution of criminal cases.

Scope

This focused review examined public data as well as data collected from the entity. Staff was asked generally for additional information on the Office of Defense Services ("ODS").

Methodology

This evaluation was designed to take a holistic view of ODS. The goal was to provide JLOSC with insights into current processes and potential improvements. The methodology involved conducting fieldwork that included reviewing publicly available information, observing ODS's most recent presentation before the Joint Finance Committee, and working with ODS staff directly to gain insight on how the office functions.

Fieldwork Completed

- All available public documents and news articles.
- Related legislation.
- ODS presentation to the Joint Finance Committee, February 20, 2025.
- Reviewed all information supplied by ODS staff including:
 - Organizational chart.
 - Grant information (2019–2025).
 - Community outreach and engagement overview (2022–2024).
 - Assistant public defender salary matrix and pay plan, revised July 2024.
- Current ODS statute, [Chapter 46, Title 29](#).
- Annual reports, fiscal years 2021–2025.
- Research into surrounding states' public defender offices including their annual reporting requirements.

REVIEW BACKGROUND

In 1963, the Supreme Court ruled in *Gideon v. Wainwright* that the Sixth Amendment of the U.S. Constitution requires that states must provide legal counsel to indigent criminal defendants regardless of the severity of the crime. Delaware had been providing for these services before that decision but passed House Bill No. 177 immediately following the decision. House Bill No. 177, signed into law in January 1964, created an official Office of the Public Defender.

ODS was established by Senate Bill No. 47 in 2015. Senate Bill No. 47 transformed the Public Defender's Office in order to modernize the office. ODS is split into 3 branches: Central Administration, the Public Defender's Office ("PDO"), and the Office of Conflicts Counsel ("OCC"). The Central Administration provides administrative and executive oversight and support to PDO and OCC. The PDO provides defense attorneys for people accused of crimes who cannot afford to hire their own lawyers. OCC represent people when the Public Defender's Office cannot provide legal representation due to conflicts of interest.

This report provides general information about ODS's structure, workload, and performance metrics.

REVIEW OBSERVATIONS

Staffing

ODS has 182 employees, which includes both full-time and casual/seasonal employees. Central Administration has 42 employees, PDO has 131 employees, and the OCC has 9 employees. ODS employees a plethora of different types of employees including attorneys, forensic social specialists, paralegals, and intake specialists.

ODS provides employee resources, HR resources, training and development literature, and legal practice and procedure documents on its intranet. Some of these documents include: employee handbook; HR policies, procedures, and forms; how-to guides and training videos for using ODS's case management system; and case management policies. ODS has a process to onboard new employees utilizing both its HR and IT departments to ensure that new employees are quickly onboarded. Additional onboarding practices are in place for attorneys, including overviews and trainings with a training director as well as on-the-job shadowing with the attorney's supervisor.

For attorneys, the average tenure with ODS has hovered between 10 and 11 years over the last 3 years. The turnover rate has fallen from 8.6% in 2022 to 3.4% in 2024. The vacancy rate for attorneys at ODS is 7.4%, down from 11.6% in 2023. Support staff has no vacancies with a turnover rate of 6.9% in 2024.

Pay Matrix

ODS has a 5-level pay plan which aims to create career opportunities in the office as well as offer competitive salaries for their employees. As discussed later in the report, keeping salaries competitive is vital for the office to be able to attract and retain quality staff. ODS creates steps with certain criteria that need to be met for an employee to progress into a new position. Employees are informed of the requirements needed to advance within the office. Currently, the salaries that ODS receives are set on a Selective Market Variation ("SMV") which aims to keep commensurate salaries between ODS and the Department of Justice's Deputy Attorneys General ("DAG").

The current pay grades for ODS are as follows:⁴

Job Class	Pay Grade	Job Classification	STEP	Years Service	Annual	Hourly
Assistant Public Defender I Deputy Attorney General I	A12	Law Clerk		LC	70,278.00	\$36.040000
		Assistant/Entry	1	Rule 55	75,684.00	\$38.812308
		Intermediate/Senior	2	Admit	83,252.00	\$42.693334
Assistant Public Defender II Deputy Attorney General II	A14	Entry	1	2	87,822.00	\$45.036924
		Intermediate	2	3	89,964.00	\$46.135385
		Senior	3	4	92,106.00	\$47.233847

⁴ Effective July 1, 2024.

Assistant Public Defender III Deputy Attorney General III	A16	Entry	1	5	96,997.00	\$49.742052
		Intermediate	2	6	98,063.00	\$50.288718
		Senior	3	7	99,129.00	\$50.835385
		Supervisor I	4	Must Supervise	101,347.00	\$51.972821
Assistant Public Defender IV Deputy Attorney General IV	A18	Entry	1	8	106,626.00	\$54.680000
		Intermediate	2	10	107,681.00	\$55.221026
		Senior	3	12	108,737.00	\$55.762565
		Supervisor I	4	14/Must Supervise	111,904.00	\$57.386667
Assistant Public Defender V Deputy Attorney General V	A20	Entry	1	16	118,238.00	\$60.634872
		Intermediate	2	18	119,294.00	\$61.176411
		Senior	3	20	121,107.00	\$62.106154
		Supervisor I*	4	25/Must Supervise	122,920.00	\$63.035898
		Supervisor II*	5	Supervise	126,072.00	\$64.652308
		Assistant Head*	6	Assistant to DH	131,850.00	\$67.615385
		Division Head*	7	County/Statewide	138,154.00	\$70.848206
Legal Management (This position is not part of the career ladder)	A22	Chief of Legal Services			145,062.00	\$74.390770

The Department of Justice DAGs have recently unionized and are collectively bargaining for wages separate from the SMV pay table. This could produce an outcome where DAGs and ODS attorneys are paid starkly different wages. The SMV pay table was established to prevent such a disparity in wages between the offices. ODS has sent a letter to the chairs of the Joint Finance Committee to suggest an increase to their budgets that would hopefully keep ODS competitive with the Department of Justice.

Budget/Funding

ODS's budget is financed both by State investment and through grants. ODS's 2024 budget was \$31,661,400. PDO utilizes 58% of the budget while OCC uses 24% and Central Administration uses 18%. The highest use of ODS budget goes toward personnel

costs, with conflict attorneys and contractual services coming in as the next 2 largest costs. Other areas of the budget include supplies and a body camera program.⁶

ODS does apply for and receive grants for its work. ODS has received over \$1.5 million in grants for various work since 2019. Many of those grants are dispersed over multiple years with requirements that must be met to continue receiving the funds. Some of the grants come from sources like the Edward Byrne Memorial Justice Assistance Grant, a federally dispersed grant from the Bureau of Justice Assistance. ODS does not have an FTE position dedicated to grant research, writing, or monitoring. ODS acknowledges that grants are limited for public defense work and that a position dedicated to grant writing and research is not a priority.

FY26 is a difficult budget year for all state agencies given the uncertainties with both state and federal funding. ODS continues to work on operations for cost savings and cost avoidance that will alleviate pressures on their budget and their need to request additional monetary allocation. For example, ODS has moved away from leased spaces and have looked towards generating ASF funds through federal entitlements.

Performance and Quality Control

Law firms often use software to track their attorneys' hours to correctly bill their clients for the work completed for any specific legal issue. Public entities, like public defenders, also utilize software to capture performance measures so that they can report their successes to the states and grants that fund their offices. ODS's 3 divisions use different types of management software to track their performance data: PDO uses a custom-built web-based solution for its tracking purposes; OCC uses "Justice Works," an off-the-shelf software; and Central Administration uses bespoke programs for its fiscal and HR management needs.

PDO has various performance measures it tracks. Those performance measures are:

- Number of appeals closed statewide.
- Total number of cases closed per year, broken down by court level.
- Average number of cases per attorney per year.
- Number of client service items produced per Forensic Social Specialist.
- Number of days from imprisonment to intake interview for incarcerated clients.
- Number of days from interview to date client file is open.
- Number of cases supported, and percent of service goals successfully met in their work with Partners for Justice.⁷

In 2024,⁸ PDO closed a total of 23,664 cases throughout Superior Court, Court of Common Pleas, and Family Court. PDO attorneys averaged 285 Superior Court cases, 677 Court of Common Pleas cases, and 262 Family Court cases. Forty-four client service items were produced per forensic social specialist. It took on average 3.1 days from the point of client imprisonment to the time an attorney made contact. It took on average 1.2 days after contact for an attorney to open a client file. PDO assisted on 512 with Partners for Justice, successfully meeting 81% of their service goals.

⁶ The body camera program relates to House Amendment No. 2 to House Bill No. 195 that was passed by the 151st General Assembly.

⁷ Partners for Justice is an advocacy group. Their goal is to "...provide collaborative support services to people facing criminal charges, while helping public defenders protect people from incarceration and other criminal penalties."

⁸ This section will only address the 2024 numbers for brevity. ODS also sent JLOSC staff numbers for 2022 and 2023. Those numbers can be found in the appendices.

OCC tracks 3 performance measures:

- Number of conflict cases per year, broken down by court level.
- Number of Rule 61 post-conviction cases.⁹
- Number of capital and non-capital cases.

OCC handled a total of 5,417 conflict cases in 2024. OCC handled 25 Rule 61 post-conviction cases and 30 capital and non-capital cases.

In 1973, the National Advisory Commission on Criminal Justice Standards and Goals¹⁰ established that public defenders can handle a maximum of 150 felony cases per year, 400 misdemeanor cases, 200 mental health cases, 200 juvenile cases, or 25 appeals annually. In 2023, various nonprofits provided recommendations for modernized national workload standards by using a comprehensive review and analysis of multiple state-level public defense workload studies. ODS is statutorily obligated to represent “each indigent person who is under arrest or charged with a crime,” and all youth under the age of 18 years charged with a crime or act of delinquency, regardless of indigency status.¹¹ This means that ODS cannot set a maximum number of cases for their attorneys. ODS’s internal standard is to ensure each attorney has a manageable caseload and to follow rules of professional conduct related to competent representation.

ODS lists 7 goals on its website.¹² ODS does not formally track these goals but listed some examples of how they achieve each goal:¹³

1. Holistic and Collaborative Defense: This is a core practice built into our defense work and includes putting the client at the center – the heart – of our actions. Attorneys ensure that case decisions are made with the full understanding and consent of the client, and attorneys work in collaboration with all supporting staff including forensic social specialists (“FSSs”), mitigation specials, and investigators to effectively advocate for the client. ODS also works to address clients’ basic needs including housing, employment, transportation, and mental health or substance use treatment. This holistic approach improves case outcomes and lowers recidivism.
2. Transforming the Justice System: This goal works in tandem with others listed here. ODS seeks to transform the justice system through overcoming misconceptions about public defenders, by working to eradicate racism in the courts and in society more broadly, and through legislative and policy advocacy.

⁹ Rule 61 of the Rules of Criminal Procedure for the Superior Court of the State Of Delaware states: “This rule governs the procedure on an application by a person in custody or subject to future custody under a sentence of this court seeking to set aside a judgment of conviction or a sentence of death on the ground that the court lacked jurisdiction or on any other ground that is a sufficient factual and legal basis for a collateral attack upon a criminal conviction or a capital sentence. A proceeding under this rule shall be known as a postconviction proceeding.”

¹⁰ The National Advisory Commission on Criminal Justice Standards and Goals was assigned the responsibility of developing national standards and objectives aimed at reducing and preventing crime at the state and local levels.

¹¹ 29 *Del.C.* § 4602.

¹² Those 7 goals are: Holistic and Collaborative Defense; Transforming the Justice System; Representation that promotes justice, fairness and the dignified treatment of our clients; Respecting, Understanding and Supporting our Colleagues; Community Engagement; Reform through legislative advocacy and policy initiatives; Diversity, equity and inclusion.

¹³ These are specific examples, so this report provides ODS’s responses in full.

3. Representation that promotes justice, fairness and the dignified treatment of our clients: This is a key part of our legal representation, but particularly through that of our mitigation specialists. The mitigation unit works to identify mitigation evidence for our clients, which ensures judges, prosecutors, and juries are aware of underlying mental illness or substance use disorder; intellectual or developmental disabilities; social, cultural, and ethnic influences on behavior; and the presence, severity, and consequences of exposure to chronic trauma. Centering these mitigating factors in a case ensures that a client receives a fair trial and are treated fairly in sentencing matters.
4. Respecting, Understanding and Supporting our Colleagues: ODS has been named one of the top workplaces in Delaware by The News Journal since 2011. Our leadership team works diligently to create a welcoming and supportive work environment, particularly given the difficult nature of defense work at all levels. The ODS DEI Committee also actively supports this goal through its internal and external initiatives.
5. Community Engagement: Many of our clients are distrustful of the criminal justice system and may have negative misconceptions of public defenders. Our office's community engagement work, which is detailed in the "Outreach" section below, is a crucial part of breaking down these barriers and ensuring the community knows that ODS serves and supports the people.
6. Reform through legislative advocacy and policy initiatives: Our Legislative Director and Chief of Legal Services are dedicated to pursuing criminal justice reform through legislation. ODS collaborates with the General Assembly, other state agencies, national and local advocacy organizations, etc. to pursue legislative changes.
7. Diversity, equity and inclusion: ODS is committed to diversity, equity, and inclusion. The majority of our clients belong to marginalized communities, including people of color, LGBTQ people, and people with disabilities. Members of these marginalized communities are also our colleagues. In order for our office to achieve the goals of "representation that promotes justice, fairness and the dignified treatment of our clients" and "respecting, understanding, and supporting our colleagues," we must commit to promoting diversity, equity, and inclusion. ODS has an internal DEI committee led by two co-coordinators; this committee supports the office in recruitment and retention, office inclusion (e.g., community-building activities), professional development and training (e.g., presenting CLEs), and community outreach.

There is no official entity that specifically oversees ODS's work. However, as licensed Delaware attorneys, there are continuing legal education requirements that must be completed to stay in good standing. The Delaware Bar retains the ability to punish their members for any transgressions that may occur. Additionally, Delaware also offers a postconviction remedy that protects clients from ineffective assistance of counsel.

ODS does not have the capacity to collect and analyze client experience surveys. ODS received a grant in the 2022-23 fiscal year to start collecting and analyzing these surveys. That grant has since ceased and ODS has stopped the collection of the surveys. Additionally, many of ODS's clients receive prison sentences and would have difficulty completing a survey.

Public Outreach

ODS engages in various public outreach initiatives.¹⁴ In 2023, ODS hired a Client Services Program Coordinator to better track and coordinate outreach efforts. All 3 sections of ODS are invited to engage in the public outreach initiatives. ODS attorneys participate in expungement clinics and speaking engagements. Ancillary staff assist attorneys in the expungement clinics by registering clients.

ODS staff must prioritize their casework over public outreach. This creates challenges for ODS in the amount of public outreach initiatives it would ultimately like to participate in. In 2025, ODS is looking to partner with a local non-profit to bring office hours to the community approximately once a month through a new pilot model. ODS is creating 2 additional “juvenile justice jeopardy” games to provide education on school attendance and truancy issues. ODS conducts these games in Delaware schools and community centers and believes it is a valuable education tool for youth.

Areas of Strength and Places for Improvement

ODS names its staff as its top area of strength. Other areas of strength are technological advancement, legislative advocacy, and the ability to meet their clients’ needs. In 2023, ODS’s IT department facilitated a move from a dated case management system into their current CMS system which was a cost-effective move to better manage casework and data. ODS has worked on a bipartisan manner to accomplish various legislative goals including the repeal of the death penalty¹⁵ and the increasing of protections for ODS clients against civil asset forfeiture.¹⁶ ODS continues to look towards better serving clients and have partnered with Partners for Justice to ensure that clients have support to meet their basic needs while helping to improve reentry and recidivism outcomes. Additionally, ODS has hired an interpreter to ensure that the same level of service is provided to Spanish-speaking clients as is provided to those who speak English as a first language.

The work of public defenders is high-level and high stress, with comparatively low-level salaried work. Although ODS does not conduct official exit interviews, attorneys who leave the office cite burnout and low compensation as reasons for their departures. ODS is continuously looking for ways to improve recruitment and retention for its attorneys. A workload study is currently underway that will attempt to create a more prudent workload and to provide data for the General Assembly for any additional needs that its attorneys may need. ODS vacancy levels remain low despite the stressful nature of the work, a fact that ODS takes pride in and will strive to improve into the future.

Annual Reporting

ODS is mandated by statute to complete an annual report to the General Assembly. Equivalent agencies in other states have annual reports that include information such as case volume, cost, and demand, as well as staffing levels, legislative requests, quality improvements, projections, and future plans. Delaware statute requires that ODS supply only the number of cases that they have handled. However, ODS points out that it provides an overview of its budget, case volume, staffing levels, and future plans during its budget hearing. ODS’s website also contains descriptions of the different units within ODS and the office as a whole. ODS fears that additional standards or quota metrics added to their annual report may prove difficult to assess and may not be necessarily useful information for the General Assembly.

¹⁴ A breakdown of these outreach efforts can be found in the appendixes.

¹⁵ HB 70, 152nd GA.

¹⁶ HB 280, 152nd GA.

JLOSC STAFF FINDINGS

The Office of Defense Services was created to ensure that indigent defendants' 6th Amendment to adequate legal counsel is preserved. ODS has developed into a comprehensive, multi-branch institution that provides constitutionally mandated legal representation to indigent clients. Since its modernization in 2015, ODS has made significant strides in staffing, operational efficiency, performance tracking, and public outreach. As a vital agency under considerable demand, continued investments in staffing, compensation, transparency, and strategic partnerships will enhance its ability to fulfill its constitutional obligations while ensuring sustainable, high-quality services for Delaware's most vulnerable populations. The following is a summary of staff findings:

1. **Staffing and Retention:** ODS has maintained relatively low vacancy and turnover rates, particularly among attorneys, where average tenure remains strong. The office employs a diverse array of professionals and uses effective onboarding procedures, especially for attorneys. However, burnout and compensation remain top challenges to long-term retention.
2. **Compensation and Pay Matrix:** ODS maintains a structured and transparent pay matrix aligned with the Department of Justice's DAG roles. With DAGs now unionized and negotiating independently of the established pay matrix, disparities may soon emerge, potentially undermining ODS's ability to attract and retain qualified legal professionals unless the SMV pay structure is updated accordingly.
3. **Budget and Funding:** The agency's \$31.6 million budget is primarily allocated toward personnel costs. While ODS has been successful in securing grant funding, it lacks a dedicated position to research and manage grants which limits its ability to pursue additional funding opportunities.
4. **Performance and Case Management:** ODS tracks a robust set of performance metrics and has demonstrated effectiveness in client contact timelines and service outcomes, particularly through its holistic defense model and partnerships with organizations like Partners for Justice. ODS is working on a workload study and its results could help advocate for additional attorney positions. This workload study will help align caseloads more closely with national standards and promote sustainable, high-quality representation.
5. **Public Engagement and Outreach:** While community engagement efforts are well-conceived and valuable, limited staffing capacity hinders broader outreach activities. Initiatives like expungement clinics and school education programs are helping to demystify public defense and improve community trust.
6. **Reporting and Transparency:** ODS fulfills its statutory obligation to report case volume. The agency offers robust information during budget hearings and on its website, but additional transparency—particularly regarding service outcomes and future planning—would strengthen its accountability.

Public Defenders Office 15-02-02

[Back to ODS](#)

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Office of Defense Services

Chief Public Defender

[Central Administration 150201](#)

[Public Defenders Office 150202](#)

[Office of Conflicts
Counsel 150203](#)

Chief of Staff

Chief of Legal Services

Director of Training and
Development

Deputy Chief Public Defender

Chief of Conflicts
Counsel

Fiscal & Human
Resources

Legislative

Partners for Justice
Advocates

New Castle County

Kent County

Sussex County

Statewide Special
Services

New Castle County

IT and Communications

Superior Court

Superior Court

Superior Court

Appellate Unit

Kent County

Intake

CCP

CCP

CCP

Homicide Unit

Sussex County

Investigative Services

Family Court

Family Court

Family Court

Videophone Unit

Legal Support Staff

Forensic Social Specialists

Legal Support Staff

Legal Support Staff

Legal Support Staff

Post Disposition Unit

Mitigation Specialists

Central Administration 15-02-01

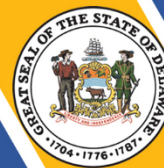
[Back to ODS](#)

Chief of Staff								Chief of Legal Services	Director of Training and Development
Fiscal & Human Resources	IT and Communications	Intake	Investigations	Forensic Social Specialists	Mitigation Specialists	Interpretation Services	Community Engagement	Legislative	PFI Program
Controller	Chief of IT	Intake Supervisor	Chief of Investigations	Forensic Social Specialist Supervisor	Mitigation Supervisor	Interpreter	Community Engagement Specialist	Legislative Director	Client Advocate
Deputy Controller	Deputy Chief of IT	Intake Specialist	Investigator	Forensic Social Specialist	Mitigation Specialist				Client Advocate
HR Associate	Tele/Network Tech	Intake Specialist	Investigator	Forensic Social Specialist	Mitigation Specialist				Client Advocate
Finacial Admin Officer	Tele/Network Tech	Intake Specialist	Investigator	Forensic Social Specialist					Client Advocate
	Tele/Network Tech	Intake Specialist	Investigator	Forensic Social Specialist					Client Advocate
	Tele/Network Tech - C/S	Intake Specialist		Forensic Social Specialist					Client Advocate

Office of Conflict Counsel

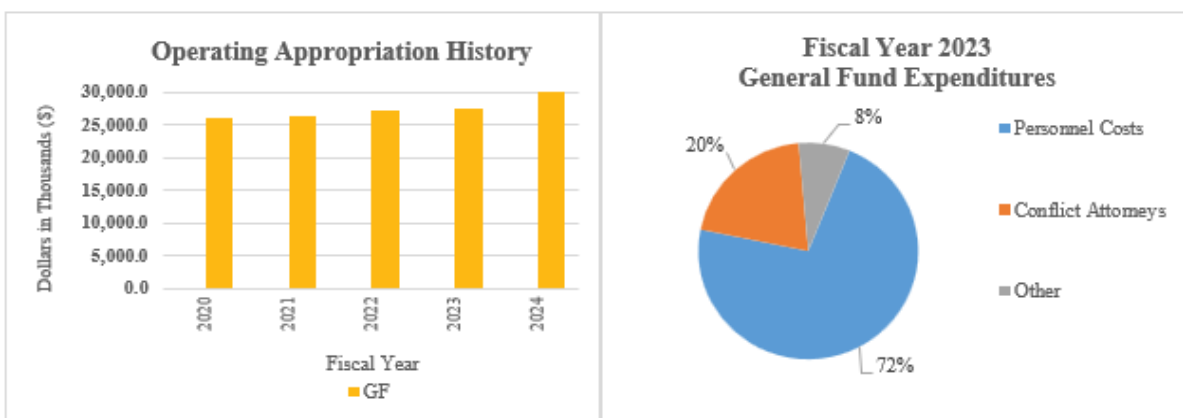
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Grant	Grant Funding	Project Expenditures Summary	Federal Grant Source	Start Date	End Date	Amount of award	Funding expenditure					Remaining Spend Authority
							FY21	FY22	FY23	FY24	FY25	
2294	BYRNE JAG FY18	• Training & Travel • Equipment • Security enhancements	FY 18 Byrne/JAG-State Agencies	10/1/2019	9/30/2021	\$ 75,000.00	\$ 50,644.06	\$ 24,355.94				\$ -
2413	OPD Coronavirus Fund	• Deputy Controller • Equipment	Coronavirus Emergency Supplemental Funding (CESF)	2/1/2020	1/31/2022	\$ 350,000.00	\$ 209,179.70	\$ 140,820.30				\$ -
2529	BYRNE JAG FY19	• Equipment • Training and Travel • Law Clerks	FY 19 Byrne/JAG-State Agencies	10/1/2020	9/30/2022	\$ 75,000.00		\$ 20,623.79	\$ 44,078.87	\$ 10,297.34		\$ -
2789	BYRNE JAG FY20	• Training and Travel • Law Clerks	FY 20 Byrne/JAG-State Agencies	1/1/2022	9/30/2023	\$ 75,000.00			\$ 31,332.26	\$ 43,667.74		\$ -
2916	VISTA	• Weldon's Juvenile Corps VISTA	FY 20 Byrne/JAG-State Agencies	8/1/2022	9/30/2023	\$ 8,250.00			\$ 8,250.00			\$ -
2961	ODS Street Team	• Equipemnt • Supplies • "Know Your Rights" supplies	FFY 2018 Title II Formula Block Grant	8/1/2022	9/30/2022	\$ 16,061.13			\$ 16,061.13			\$ -
2989	BYRNE JAG FY21	• Training and Travel • Law Clerks • Recruitment and Retention	FY 21 Byrne/JAG-State Agencies	11/1/2022	3/31/2024	\$ 75,000.00			\$ 31,332.26	\$ 43,667.74		\$ -
3020	BWC Implementation	• Software and Storage Licenses • Training	Body-Worn Camera Implementation-BC FFY 2023	10/1/2022	3/31/2025	\$ 389,433.00			\$ 97,818.95	\$ 157,293.76	\$ 134,320.29	\$ -
3067	Truancy Defense	• Contractual Truancy attorney • Training • Equipment and Supplies • Third party assesment of ODS practices and	SFY 2023 Enhancing Juvenile Indigent Defense FFY22	1/1/2023	9/30/2026	\$ 361,639.00			\$ 23,798.06	\$ 82,884.56	\$ 25,336.49	\$ 229,619.89
3149	BYRNE JAG FY22	• Training and Travel • Law Clerks • Recruitment and Retention	FY 22 Byrne/JAG-State Agencies	9/1/2023	12/31/2024	\$ 75,000.00				\$ 35,248.35	\$ 39,751.65	\$ -
3180	Juvenile Justice	• Development of 2 "Know Your Rights" interactive games in the style of Jeopardary	FFY 2019 Title II Formula Block Grant	5/1/2023	10/1/2023	\$ 22,394.87			\$ 2,394.87	\$ 20,000.00		\$ -
3336	BYRNE JAG FY23	• Training and Travel • Law Clerks • Recruitment and Retention	FY 23 Byrne/JAG-State Agencies	9/1/2024	12/31/2025	\$ 75,000.00					\$ 20,442.68	\$ 54,557.32
TOTALS						\$ 1,597,778.00	\$ 259,823.76	\$ 185,800.03	\$ 255,066.40	\$ 393,059.49	\$ 219,851.11	\$ 284,177.21



At a Glance

- Provide effective and conflict-free counsel to every indigent person accused of a crime in Delaware.



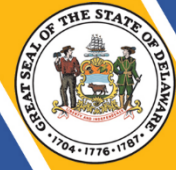
Overview

The primary mission of the Office of Defense Services (ODS) is to provide effective and conflict-free assistance of counsel to its clients by utilizing a business model that consolidates the management of the Public Defender's Office (PDO) and Office of Conflicts Counsel (OCC), via ODS' Central Administration.

Composed of three divisions, the ODS is divided into Central Administration, PDO and OCC. Central Administration handles non-case related functions, including intake, information technology, fiscal, payroll, human resources, and staff development. The PDO is a full-service law firm providing representation to a substantial majority of the people accused of crimes in Delaware. The OCC is a network of lawyers who are independent contractors and represent clients ineligible for representation by PDO due to legally recognized conflicts of interest.

On the Web

For more information, visit ods.delaware.gov.



Performance Measures

IPU	Performance Measure Name	Fiscal Year 2023 Actual	Fiscal Year 2024 Budget	Fiscal Year 2025 Governor's Recommended
15-02-02 Public Defender				
	# of appeals closed statewide	48	70	60
	Average # of cases per attorney per year:			
	Superior Court	343	484	429
	Court of Common Pleas	611	713	689
	Family Court	336	297	288
	# of client service items produced per Forensic Social Specialist	64	60	60
	# of days from imprisonment to intake interview for incarcerated clients	3.1	3	2.5
	# of days from interview to date client file is opened	1.3	1	1
	Partners For Justice Advocates:			
	# of cases supported	486	487	487
	% of service goals successfully met	75	65	65
15-02-03 Office of Conflicts Counsel				
	Total # of conflict cases per year:			
	Family Court	1,471	1,600	1,600
	Court of Common Pleas	2,773	3,000	3,000
	Superior Court	1,441	1,500	1,500
	# of Rule 61 post-conviction cases	19	25	25
	# of capital and non-capital cases	26	30	30