

Agency Strategic Plan

Virginia Indigent Defense Commission (848)

3/17/2014 11:25 am

Biennium: 2010-12 ▼

Mission and Vision

Mission Statement

The Virginia Indigent Defense Commission will support the Commonwealth's Constitutional obligation to provide legal representation to indigent criminal defendants through the administration of a state public defender system and the certification of court appointed counsel.

Vision Statement

The Virginia Indigent Defense Commission envisions:

1. Providing an efficient, cost effective system of quality indigent criminal defense representation throughout the Commonwealth of Virginia;
2. Eliminating barriers to providing legal representation by both public defenders and court appointed counsel;
3. Ensuring quality legal representation through the development, review and enforcement of the Standards of Practice of Indigent Defense Representation (Standards of Practice); and
4. Retaining well trained, experienced public defender attorneys and staff dedicated to providing quality representation to their clients.

Executive Progress Report

Service Performance and Productivity

- *Summary of current service performance*

The Commission continues working to meet its statutory responsibilities of administering a state public defender system and overseeing the certification of qualified court-appointed counsel.

- *Summary of current productivity*

The Commission continues working to meet its statutory responsibilities of administering a state public defender system and overseeing the certification of qualified court-appointed counsel.

Initiatives, Rankings and Customer Trends

- *Summary of Major Initiatives and Related Progress*

a. Standards of Practice-Development and Enforcement. A statutory mandate required the Commission to develop and enforce Standards of Practice for all attorneys accepting court appointments to represent indigent criminal defendants. The Commission approved the Standards with an effective date of April 1, 2007, and continues to review and if necessary modify the Standards of Practice. Each attorney attending the initial certification training is provided a copy of the Standards, and speakers at VIDC trainings are asked to incorporate the Standards into their lectures. In August of 2007, the Commission approved procedures for the enforcement of the Standards. The Commission continues to evaluate complaints from the public alleging violations of the Standards.

b. Appellate Procedures. In order to address the number of cases on appeal that were resulting in defaults, the Commission created a workgroup, consisting of public defenders and administrative office staff to develop policies and procedures for handling appeals. The Commission approved its Appellate Policies and Procedures to be effective on May 1, 2007, with a review of and some slight modifications to them 2008. The Commission developed and provided to each field office a DVD copy of the training sessions on the Appellate Policies and Procedures. New attorneys are required to receive the appellate training as part of their initial training with the Commission.

c. Department of Planning and Budget Best Practices Assessment. In February 2007, the Department of Planning and Budget Best Practices Division issued a report containing 23 recommendations to the Commission after an assessment of the Administrative Office and the services it provides to the field offices. The goal was to strengthen the services provided to the field offices which in turn would allow the field offices to focus on providing the highest quality representation to the VIDC clients. The Commission directed the Executive Director and staff to carry out the recommendations of the report within budget constraints. The Commission staff has completed several of the recommendations and continues to work toward full implementation.

d. Training. The Commission continues to focus on enhancing the training opportunities available to public defenders and court appointed counsel. In addition to the initial certification training provided to court appointed counsel, the Commission also provides monthly lectures on specific areas of criminal practice. In response to input from court appointed counsel and public defenders, the Commission also conducts quarterly trial advocacy workshops to provide attorneys with practical experience.

The Commission continues to post all upcoming training programs on its website and continues to evaluate criminal law programs from other organizations for certification credit. Additional non-certification annual training programs provided to attorneys in public defender offices include the Annual Trial Skills Bootcamp, the Chief Public Defender Management Conference, and Office Manager Training. To address the need for additional training for capital defense attorneys, the Commission is also developing programs to increase the availability of high quality capital defense training programs. The Commission also plans to reinstate the Annual Public Defender Conference, which provides a majority of mandatory Continuing Legal Education credits to the attorneys in the system, as soon as current budget constraints ease.

e. Caseload/Workload Study. The Commission is pursuing an in depth, Virginia-specific caseload study to provide an analysis of current public defender workloads and factors affecting the workloads, and to provide recommendations for appropriate caseload levels. The Commission will use the recommendations from the study for a variety of purposes including: to develop more tailored caseload standards or parameters, to project staffing levels necessary to provide effective representation of indigent clients in localities where public defender offices exist, to identify any additional resources that may be needed and to re-allocate current resources. The study is nearing its final phase and should be completed by the end of calendar year 2009. A final report will be issued to the Commission with recommendations on caseloads for public defenders based on experience, the nature of the case, urban versus suburban jurisdictions, and several other criteria.

- *Summary of Virginia's Ranking*

A 2005 ABA report, Rates of Compensation Paid to Court-Appointed Counsel in Non-Capital Felony Cases at Trial: A State-by-State Overview, noted that Virginia's caps on court appointed compensation placed its fees among the lowest in the nation. The ABA report further indicated that Virginia ranked 49th in the nation based on its compensation for court-appointed counsel.

These reports and specifically the ranking, sparked debate in Virginia, the result of which was an added requirement on the VIDC to report on Virginia's ranking among the fifty states for compensation of court appointed counsel. There have been no new studies conducted to rank states by their court appointed compensation rates, and doubts have been raised regarding the accuracy of the report that ranked Virginia near the bottom among the 50 states.

Ranking Analysis. State-to-state comparisons are difficult because the structure and funding of the indigent defense systems vary nationwide. For example, some states pay by the case; others pay by the charge. Some states fully fund public defender and court appointed work and others have a combination of funding from the state and local levels. As a result it may be more useful to note the efforts Virginia has taken to improve its indigent defense system and the funding provided for public defender offices and court appointed counsel since the 2005 ABA Report was published. During the 2007 General Assembly session, legislators and the Governor took several significant steps toward improving both public defender and private court appointed indigent defense funding and services.

Private court appointed counsel fees. Legislation and funding were approved allowing for payment to private court appointed counsel above the existing statutory fee caps and in certain cases upon approval of the judge, for a second level waiver.

Language was also inserted which requires the collection and maintenance of more detailed information to determine the cost of the complete elimination of fee caps in court appointed cases. Additionally, the Supreme Court of Virginia has developed guidelines to determine whether a request for a waiver meets one of the criteria contained in the statute. Requests by private court appointed counsel were initially low, and the full amount appropriated for fee cap waivers was not expended. Based on the level of requests for waivers and the budget difficulties, the amount appropriated to fund waiver requests was subsequently reduced.

Public defender offices. The 2007 General Assembly and the Governor approved efforts to address some of the challenges facing the public defender offices, including a turnover and vacancy rate of 27% in calendar year 2006 despite actions by the VIDC to internally increase salaries and utilize retention bonuses in order to retain employees. Salary increases were approved, additional positions were also allocated and significant adjustments were made to the Capital Defender Offices, which included salary increases and additional positions. The unallocation of \$3 million of carryforward funds, generated previously by the public defender offices due in large part to turnover and vacancy, funded a large portion of the costs of the salary increases and new positions in the first year. Of the new positions allocated, three remain vacant in order to generate savings toward the VIDC's portion of statewide budget reductions. The steps taken by the General Assembly and the Governor seem to have assisted the public defender offices in recruitment and retention of attorneys and staff prior to the economic downturn. Within FY09 the turnover rate decreased to 16%. Additionally, the number of cases handled by the public defender system has increased each year. The tightening of the job market occasioned with the current economic difficulties may have also aided the VIDC with retention. However it will take some time to realize the longer term affects of both the economic downturn and the 2007 efforts to improve the turnover and vacancy challenges of the VIDC.

- *Summary of Customer Trends and Coverage*

In FY09, the Public Defender offices of the Virginia Indigent Defense Commission (the VIDC) provided representation to a total of 107,146 indigent clients charged with criminal offenses for which the possible penalty was incarceration or

death. This is a 3.5% increase in the number of clients from FY08.

During each General Assembly session, legislation is enacted which (a) creates additional crimes for which the penalty includes either mandatory or possible incarceration, (b) increases the penalties previously imposed to include the possibility of incarceration, or (c) amends the procedural processes involved in the representation of criminal defendants. While individual bills may have a small impact on the number of indigent clients requiring representation, or the complexity of that representation, cumulatively the impact of several bills could negatively impact the caseloads of public defenders and the number of cases assigned to private court appointed counsel.

Additionally, there has been an increase in the number of clients who are not US citizens and/or who do not speak English, increasing the need for interpreters and for additional training for attorneys on the special consequences of certain criminal convictions for clients who are not US citizens.

Impact of Aging Population

The employees of the Commission are progressively aging, but the Commission continues to attract a diverse workforce. The Commission has historically sustained a large turnover rate, with turnover rates reaching as high as 27% in 2007. In the FY09, the turnover had decreased to 16%. However, 26% percent of the resignations in FY09 were from employees who had been employed three years or less. Typically, the Chief Public Defenders have been employed with the Commonwealth longer, averaging 17 years of service.

The Commission continues to work to close the skills gap by developing and providing training to deputies and seniors that prepare them to assume Public Defender positions.

Clients of the Commission include persons accused of crimes for which the punishment is incarceration or death. There has been no notable impact on clients served by the Commission attributable to the aging population. The 2008 Crime in Virginia Report, compiled by the Uniform Crime Reporting Section of the Virginia State Police, reports that only .86% of the arrestees in 2008 were aged 65 or older. The Crime in Virginia report has consistently reported low numbers of criminal activity for this age group across all categories of crimes.

Future Direction, Expectations, and Priorities

- *Summary of Future Direction and Expectations*

The VIDC has as its primary purpose the provision of quality legal representation for indigent persons charged with crimes for which the possible punishment is incarceration or death. This primary purpose and the challenges to achieving it require the VIDC to focus on two areas including (i) attracting, retaining and developing a highly competent workforce, and (ii) providing excellent client and customer service through efficient administrative support to the field offices.

The VIDC must continually work to improve the knowledge, skills and abilities of its employees and to expand their level of experience, as well as to identify and provide the tools and opportunities necessary to do so, whether those tools are training programs, more streamlined administrative processes, or assistance in recruiting employees with the necessary knowledge, skills and dedication to public service.

- *Summary of Potential Impediments to Achievement*
Adequate funding.

Service Area List

Service Number	Title
848 327 01	Criminal Indigent Defense Services
848 327 02	Capital Indigent Defense Services
848 327 03	Legal Defense Regulatory Services
848 327 22	Administrative Services

Agency Background Information

Statutory Authority

Title 19.2, Chapter 10, §§19.2-159 and 19.2-163.01-19.2-163.8, provides the statutory authority for the Virginia Indigent Defense Commission.

The 2004 General Assembly created the Virginia Indigent Defense Commission to assist in fulfilling the Commonwealth's constitutional obligation to provide legal representation for indigent people accused of crimes. (US Constitution, Amendment VI). Commission clients are persons charged with crimes that carry a potential penalty of incarceration or death and who

have been determined indigent by the court pursuant to state guidelines. In such cases, Virginia courts appoint public defender offices or members of the private bar certified by the Commission to provide legal representation.

In response to a two-year study of the feasibility of creating a state entity to effectively advocate for indigent defense needs in Virginia, the 2004 General Assembly created the Commission by adding a governing commission that is supervisory; by expanding the scope of responsibilities of; and by renaming the Virginia Public Defender Commission. Applicable statutory responsibilities relating to the improvement of the quality of criminal defense representation of indigent clients include:

- § 19.2-163.01A(1) - Publicize and enforce the qualification standards for attorneys seeking eligibility to serve as court-appointed counsel for indigent defendants.
- § 19.2-163.01A(2) - Develop initial training courses for attorneys who wish to begin serving as court-appointed counsel, and to review and certify legal education courses that satisfy the continuing requirements for attorneys to maintain their eligibility for receiving court appointments.
- § 19.2-163.01A(4) - Establish official standards of practice for court-appointed counsel and public defenders to follow in representing their clients and guidelines for the removal of an attorney from the official list. Notify the Office of the Executive Secretary of the Supreme Court of any attorney whose name has been removed from the list.
- § 19.2-163.01A(5) - Develop initial training courses for public defenders and to review and certify legal education courses that satisfy the continuing requirements for public defenders to maintain their eligibility.
- § 19.2-163.01A(12) – Approve requests for appropriations and expend moneys appropriated by the General Assembly of Virginia and to receive other moneys as they become available to it and expend the same in order to carry out the duties imposed upon it.

Customers

Customer Group	Customers served annually	Potential customers annually
Indigent criminal defendants	107,146	0
Private attorneys serving as court appointed counsel	0	0
Public defender attorneys and staff	540	0

Anticipated Changes To Agency Customer Base
 [Nothing entered]

Partners

Partner	Description
[None entered]	

Products and Services

- *Description of the Agency's Products and/or Services:*
 - Legal representation to indigent persons charged with jailable criminal offenses.
 - Certification of qualification for court appointed counsel to represent indigent criminal defendants.
 - Oversight of the administration of public defender offices.
 - Administrative assistance to public defender offices including, but not limited to, lease management, technology, human resources and fiscal and payroll services.
 - Training programs for public defender attorneys and staff
 - Training programs for private court appointed attorneys
 - Training programs for managers.
- *Factors Impacting Agency Products and/or Services:*
 - Turnover and vacancy rates that currently exist in the agency.
 - Structure of the Administrative Office and the provision of services to the field offices.
 - Funding.
- *Anticipated Changes in Products or Services:*
 - None anticipated.

Finance

- *Financial Overview:*
 Financial Overview:
 A general fund appropriation of \$42,607,377 and a non-general fund appropriation of \$30,000 provide the

Commission’s funding. The primary change to the general fund base budget is the result of changes in personnel benefits. The non-general fund portion is derived from private grants for work-study students in Alexandria and contribution from a locality to partially offset rental expenses. The change to the non-general fund base budget is the removal of an anticipated internship grant that did not materialize in the previous biennium.

• *Financial Breakdown:*

	FY 2011		FY 2012	
	General Fund	Nongeneral Fund	General Fund	Nongeneral Fund
Base Budget	\$43,132,492	\$167,079	\$43,132,492	\$167,079
Change To Base	-\$525,115	-\$137,079	-\$525,115	-\$137,079
Agency Total	\$42,607,377	\$30,000	\$42,607,377	\$30,000

This financial summary is computed from information entered in the service area plans.

Human Resources

• *Overview*

As of July 1, 2009, the Commission has an authorized position level of 540. The Commission has 9 part-time classified positions and 3 wage employee that assist the Commission in representing clients and supporting administrative efforts. The Commission has one Administrative office and 30 Public Defender Offices. The Public Defenders offices include one Appellate office and four Capital Defender offices. Each of the offices has a Chief Public Defender, Deputy or Senior and Assistant Public Defenders. The work environment in the Public Defender Office is fast-paced and hectic and includes a large amount of interaction with the general public, including clients and their families. In addition, attorneys frequently interact with each other, investigators, and prosecutors.

• *Human Resource Levels*

Effective Date	7/1/2009	
Total Authorized Position level	540	
Vacant Positions	-27.5	
Current Employment Level	512.5	
Non-Classified (Filled)	0	<i>breakout of Current Employment Level</i>
Full-Time Classified (Filled)	504	
Part-Time Classified (Filled)	8.5	
Faculty (Filled)	0	
Wage	3	
Contract Employees	0	
Total Human Resource Level	515.5	<i>= Current Employment Level + Wage and Contract Employees</i>

• *Factors Impacting HR*

Turnover and vacancy has historically had a negative effect on the Commission. Salary increases received just prior to the current budget crisis, have had a positive impact on the VIDC’s ability to attract and retain staff. The turnover rate has been reduced from 27% to 16% over the last three years. The ability to retain qualified attorneys is critical to the mission of the VIDC. The Commission has also worked to improve its ability to retain employees by improving management practices and through the establishment and consistent application of policies throughout the agency. Overall, as the workforce becomes more competitive, the Commission must develop innovative ways to be able to attract and retain staff.

The size of the support staff has not kept pace with the demand for more services. Providing training to employees dispersed across the state also presents a unique challenge for the Commission, but is a critical component of ensuring that attorneys and staff are well qualified and capable of providing a high level of quality representation to the clients of the VIDC.

• *Anticipated HR Changes*

Further establishment of the Human Resources department as a strategic partner, development of employee work profiles (EWP), evaluation of skill sets and performing a skills inventory will determine agency needs and assist in making proposed changes in the VIDC workforce. Establishing exit interview procedures will allow for the evaluation of

trends and will assist in the evaluation of the reasons for turnover and the development of targeted retention plans. The VIDC will continue to look at ways that automation can assist employees to work more efficiently. The establishment desk procedures, the development of a cross-training plan for appropriate positions, and the creation of an employee recognition plan to boost employee morale and increase retention efforts are potential changes within the human resources area.

Information Technology

- *Current Operational IT Investments:*

The Commission has 32 field offices in addition to its administrative office. These offices receive data networking services via a managed network provided by VITA. The primary business functions supported by the network include the Public Defender case management system, the Certified Attorney system, email, internet-based legal research, and online data backup. The network was established in late 2004.

When the Commission offices moved from a single computer internet dialup setup in each office to a Commission-wide network, nominal bandwidth was requested to ensure sufficient funding was available. DSL internet access was utilized in field office areas where it was available while frame relay was utilized in those locations where DSL was not available. With today's heavy dependence on communications bandwidth for software updates and upgrades, online file backups, large file transfers, and the growing use of online applications, the installed bandwidth has become a hindrance.

Since the Commission is not an executive branch agency, its network is separate from the state's network. The VIDC does use the VITA Data Center to house its main firewall, WAN router, and four servers supporting email, anti-spam and centralized file storage functions. These servers were replaced in FY09 due to their advanced age and increasing component failures.

Lotus Domino and Notes are used for the agency's email system as well as its case management system and certified attorney tracking system. Since this environment works well with the current infrastructure, no changes are anticipated at this time.

The Commission utilizes an Oracle based financial management system named "Integrated Decision Support System" (IDSS) which is also used by several other agencies. This system was put into service at the Commission in the early 1990s. Over the years it has been updated to reflect the changing vendor products upon which it is based and to gradually increase its functionality. With the Commonwealth's initiative to put up new, enterprise-wide fiscal and HR systems, the Commission has decided to remain with IDSS for management of its fiscal processes until the new systems are available.

The Commission examined the option of joining the VITA/NG Partnership for all infrastructure IT resources. However, due to the costs associated with joining the Partnership and a recommendation contained in the Department of Planning and Budget, Division of Best Practices Report from February 2008, the Commission determined it needed to explore other options of upgrading its IT equipment and services.

With the use of savings generated by turnover and vacancy in FY08, the Commission was able to replace all agency desktop PCs. Additionally, new servers and network switches were purchased. The Commission IT staff was able to incorporate necessary upgrades and tools in the equipment purchases that will assist the Commission in meeting many of the requirements in the IT Security Guidelines.

- *Factors Impacting the Current IT:*

With the installation of the new desktop computers and the new office servers, new technologies are being deployed on the VIDC network in support of the COV IT Security Standards. Using these new capabilities, the Commission will continue its efforts to comply with the security standards.

- *Proposed IT Solutions:*

No changes in addition to those needed for IT Security Standards compliance, are anticipated in the FY10 - FY12 timeframe.

- *Current IT Services:*

Estimated Ongoing Operations and Maintenance Costs for Existing IT Investments

Cost - Year 1		Cost - Year 2	
General Fund	Non-general Fund	General Fund	Non-general Fund

Projected Service Fees	\$228,727	\$0	\$232,158	\$0
Changes (+/-) to VITA Infrastructure	\$3,130	\$0	\$3,130	\$0
Estimated VITA Infrastructure	\$231,857	\$0	\$235,288	\$0
Specialized Infrastructure	\$247,750	\$0	\$247,750	\$0
Agency IT Staff	\$327,084	\$0	\$327,084	\$0
Non-agency IT Staff	\$0	\$0	\$0	\$0
Other Application Costs	\$181,160	\$0	\$181,160	\$0
Agency IT Current Services	\$987,851	\$0	\$991,282	\$0

Comments:

[Nothing entered]

- *Proposed IT Investments*

Estimated Costs for Projects and New IT Investments

	Cost - Year 1		Cost - Year 2	
	General Fund	Non-general Fund	General Fund	Non-general Fund
Major IT Projects	\$0	\$0	\$0	\$0
Non-major IT Projects	\$0	\$0	\$0	\$0
Agency-level IT Projects	\$0	\$0	\$0	\$0
Major Stand Alone IT Procurements	\$0	\$0	\$0	\$0
Non-major Stand Alone IT Procurements	\$0	\$0	\$0	\$0
Total Proposed IT Investments	\$0	\$0	\$0	\$0

- *Projected Total IT Budget*

	Cost - Year 1		Cost - Year 2	
	General Fund	Non-general Fund	General Fund	Non-general Fund
Current IT Services	\$987,851	\$0	\$991,282	\$0
Proposed IT Investments	\$0	\$0	\$0	\$0
Total	\$987,851	\$0	\$991,282	\$0

[Appendix A](#) - Agency's information technology investment detail maintained in VITA's ProSight system.

Capital

- *Current State of Capital Investments:*
The Commission has no Capital Investments
- *Factors Impacting Capital Investments:*
N/A
- *Capital Investments Alignment:*
N/A

Agency Goals

Goal 1

Improve the quality of indigent criminal defense representation in Virginia.

Goal Alignment to Statewide Goals

- Protect the public's safety and security, ensuring a fair and effective system of justice and providing a prepared response to emergencies and disasters of all kinds.

Goal Objectives

- By improving the trial skills and knowledge of criminal defense attorneys, the VIDC will improve the overall quality of indigent defense representation while also holding attorneys accountable for abiding by the Standards of Practice.

Objective Strategies

- Provide initial trial skills training to all new public defender attorneys through an Annual Bootcamp Training program
- Provide monthly lectures and quarterly trial advocacy programs on substantive areas of criminal law to court appointed attorneys to increase knowledge and experience levels.
- Track and provide input on proposed legislation negatively impacting or improving obligations of court appointed counsel.
- Provide DVD replays of training programs through local bara associations and law libraries to ensure greater access to training programs for court appointed attorney throughout Virginia.
- Continue to improve and provide initial certification training program to court appointed attorneys through both live and video replay trainings.
- Remove court appointed attorneys from the certified list when they fail to comply with the Standards of Practice.

Link to State Strategy

- nothing linked

Objective Measures

- Increased training programs and the number of program attendees.

Measure Class: Measure Type: Measure Frequency: Preferred Trend:

Measure Baseline Value: Date:

Measure Baseline Description: Establish a baseline

Measure Target Value: Date:

Measure Target Description: Establish a target after determining the baseline.

Data Source and Calculation: VIDC Training Attendance Report

- Improve training program customer satisfaction rates.

Measure Class: Measure Type: Measure Frequency: Preferred Trend:

Measure Baseline Value: Date:

Measure Baseline Description: Establish a baseline.

Measure Target Value: Date:

Measure Target Description: Establish a target after determining a baseline.

Data Source and Calculation: The Training Evaluation Summary

Goal 2

Improve recruitment and retention of public defenders.

Goal Summary and Alignment

The goal of attracting and retaining VIDC personnel includes seeking resources and recruitment methods that will enhance the VIDC's ability to recruit candidates with an interest in public service. It also includes implementing hiring practices that ensure that the best qualified candidates with skill sets matching the VIDC's needs are selected for employment. Additionally, it includes providing incentives for retention that will enable the VIDC to retain those employees performing at a high level.

Goal Alignment to Statewide Goals

- Protect the public's safety and security, ensuring a fair and effective system of justice and providing a prepared response to emergencies and disasters of all kinds.

Goal Objectives

- To ensure that quality attorneys and support staff are hired to fulfill the VIDC mission of providing quality client representation.

Objective Strategies

- The VIDC will implement a formal internship program, and develop creative recruitment sources and methods to attract qualified attorneys and support staff. The VIDC will develop an exit interview process to evaluate employees' reasons for leaving. The VIDC will also explore additional ways to provide incentives to retain qualified staff, within budget constraints.

Link to State Strategy

- nothing linked

Objective Measures

- We will lower our turnover rate by 2% excluding internal promotions and transfers.

Measure Class: Measure Type: Measure Frequency: Preferred Trend:

Measure Baseline Value: Date:

Measure Baseline Description: Establish a baseline during FY10

Measure Target Value: Date:

Measure Target Description: Establish a target after establishment of baseline.

Data Source and Calculation: VIDC HR Staff. HR staff will need to track the turnover number, excluding internal promotion and transfers to determine the percentage

Goal 3

Provide a high level of quality customer service through efficient and effective administrative support services.

Goal Summary and Alignment

The VIDC's approach to this goal is two fold. First, the VIDC will utilize the Agency Administrative Measures, formerly the Management Scorecard, to monitor and when necessary, improve its operations and level of compliance with state and federal laws and regulations. Second, the VIDC will work to identify and achieve efficiencies in its administrative operations to better serve its field offices so that they can focus on the provision of quality criminal defense representation. Agency administrative measures have been used for several years by the Executive Branch agencies as a common gauge of agency operations in the areas of critical management and compliance. The VIDC, as an independent agency has adopted the agency administrative measures where appropriate. The objectives of these agency administrative measures is to ensure that resources are used efficiently and to ensure that programs are managed effectively and in a manner consistent with state and federal requirements. The agency administrative measures included in the VIDC strategic plan provide information on compliance in the areas of Human Resource Management, Procurement, Financial Management, Information Technology and Emergency Preparedness. In addition, the VIDC requested and received a Best Practices Assessment by the Department of Planning and Budget. The Assessment provided a review of the structure and function of the Administrative Office and resulted in a Report containing 23

recommendations aimed at improving the efficiency and effectiveness of the administrative operations of the VIDC. The VIDC directed the Executive Director to implement the recommendations of the Report within budgetary constraints. The VIDC has made significant progress toward the implementation of the recommendations of the report and will continue to work toward full implementation. As the implementation is completed, the objectives and measures for this goal will be identified and developed further.

Goal Alignment to Statewide Goals

- Be recognized as the best-managed state in the nation.
 - Protect the public's safety and security, ensuring a fair and effective system of justice and providing a prepared response to emergencies and disasters of all kinds.
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Service Area Strategic Plan

Virginia Indigent Defense Commission (848)

3/17/2014 11:25 am

Biennium: 2010-12 ▼

Service Area 1 of 4

Criminal Indigent Defense Services (848 327 01)

Description

This service area encompasses the Constitutionally required legal representation services the Commonwealth of Virginia must provide to indigent defendants charged with crimes for which the possible penalty is incarceration or death. The legal representation services are provided through a statutorily created state system of twenty-five public defender offices covering 53 jurisdictions and through an internally created appellate defender office.

Most of the public defender offices are staffed with a public defender, deputy public defender, senior public defender, assistant public defender II, assistant public defender I, office manager, secretary, sentencing advocate and investigator positions. Larger offices generally have more positions and staff in every position level. Smaller offices may not have each position level.

Each attorney employed by the Commission is required to be licensed by and in good standing with the Virginia State Bar and to be certified by the Indigent Defense Commission, in accordance with statute, to handle the level of cases with which their clients are charged, including misdemeanor, felony, juvenile or capital cases. Additionally, attorneys are required to comply with the Standards of Practice and the Rules of Professional Responsibility.

In FY09 the public defender offices provided legal representation services in 107,146 cases.

Background Information

Mission Alignment and Authority

- Describe how this service supports the agency mission

The Criminal Indigent Defense service area supports the mission of the agency to provide constitutionally mandated legal representation services through a state public defender system to indigent defendants charged with crimes for which the possible penalty is incarceration or death. The 25 public defender offices provided legal representation services in 107,146 criminal cases in FY09.

- Describe the Statutory Authority of this Service

Statutory authority supporting and mandating the services covered by this service area is found in sections 19.2-159, 19.2-163.01, 19.2-163.04 and 19.2-163.4 of the Code of Virginia.

Customers

Agency Customer Group	Customer	Customers served annually	Potential annual customers
Indigent criminal defendants	Persons determined by the court to be indigent who are charged with crimes punishable by incarceration or death.	107,146	0

Anticipated Changes To Agency Customer Base
None.

Partners

Partner	Description
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[None entered]

Products and Services

- Factors Impacting the Products and/or Services:
 - Turnover and vacancy rates.
 - Structure of the administrative office and services to the field offices.
- Anticipated Changes to the Products and/or Services
No changes to the products or services are anticipated.

- *Listing of Products and/or Services*
 - Criminal defense legal representation.

Finance

- *Financial Overview*
This is the largest service area of the agency. It represents the main purpose of the Commission, the direct representation of indigent defendants charged with crimes.
- *Financial Breakdown*

	FY 2011		FY 2012		FY 2011	FY 2012	FY 2011	FY 2012	FY 2011	FY 2012
	General Fund	Nongeneral Fund	General Fund	Nongeneral Fund						
Base Budget	\$37,578,204	\$167,079	\$37,578,204	\$167,079						
Change To Base	-\$475,208	-\$137,079	-\$475,208	-\$137,079						
Service Area Total	\$37,102,996	\$30,000	\$37,102,996	\$30,000						
Base Budget	\$37,578,204	\$167,079	\$37,578,204	\$167,079						
Change To Base	-\$475,208	-\$137,079	-\$475,208	-\$137,079						
Service Area Total	\$37,102,996	\$30,000	\$37,102,996	\$30,000						
Base Budget	\$37,578,204	\$167,079	\$37,578,204	\$167,079						
Change To Base	-\$475,208	-\$137,079	-\$475,208	-\$137,079						
Service Area Total	\$37,102,996	\$30,000	\$37,102,996	\$30,000						
Base Budget	\$37,578,204	\$167,079	\$37,578,204	\$167,079						
Change To Base	-\$475,208	-\$137,079	-\$475,208	-\$137,079						
Service Area Total	\$37,102,996	\$30,000	\$37,102,996	\$30,000						

Human Resources

- *Human Resources Overview*
This service area includes the employees in the field office who are directly responsible for providing criminal defense indigent representation. The job titles included in the service area include: Public Defenders, Deputy Public Defenders, Senior Public Defenders, Assistant Public Defender II's, Assistant Public Defender I's, Investigator II's, Investigator I's, Sentencing Advocate II's, Sentencing Advocate I's, Office Managers, Secretary II's and Secretary I's.
- *Human Resource Levels*

Effective Date	7/1/2009

Total Authorized Position level	486.5	
Vacant Positions	28	
Current Employment Level	458.5	
Non-Classified (Filled)	0	breakout of Current Employment Level
Full-Time Classified (Filled)	459.5	
Part-Time Classified (Filled)	19	
Faculty (Filled)	0	
Wage	0	
Contract Employees	0	
Total Human Resource Level	458.5	= Current Employment Level + Wage and Contract Employees

- *Factors Impacting HR*
[Nothing entered]
- *Anticipated HR Changes*
[Nothing entered]

Service Area Objectives

- Improve recruitment and retention of public defenders.

Objective Description

During FY09 the annual rate of turnover was 16 %, reflecting a decrease of 2% in the annual turnover rate from the previous fiscal year. These lower annual rates translate into an overall decrease in turnover of 41% since 2007 when the salary increases were allocated. The Commission continues to realize high turnover, with a rate of 27% in calendar year 2006. This turnover rate, combined with the length of time often needed to fill the vacancies, negatively impacts the Commission’s ability to serve a higher number of indigent clients, negatively impacts the caseloads of remaining attorneys and requires a constant hiring/training cycle.

Alignment to Agency Goals

- Agency Goal: Improve the quality of indigent criminal defense representation in Virginia.
- Agency Goal: Improve recruitment and retention of public defenders.

Objective Strategies

- The VIDC will implement a formal internship program and develop creative recruitment sources and methods to attract qualified attorneys and support staff.
- The VIDC will develop an exit interview process to evaluate employees reasons for leaving.
- The VIDC will explore additional ways to provide incentives to retain qualified staff within budget constraints.

Link to State Strategy

- nothing linked

Objective Measures

- Reduce the rate of turnover in the public defender system by 2%, excluding internal promotions and transfers.

Measure Class: Measure Type: Measure Frequency: Preferred Trend:

Measure Baseline Value: Date:

Measure Baseline Description: Annual Rate of Turnover for FY09 was 16%.

Measure Target Value: Date:

Measure Target Description: Annual Rate of Turnover of 14%

Data Source and Calculation: VIDC HR Staff. HR Staff will track the turnover number, excluding internal promotion and transfers to determine the percentage.

Service Area Strategic Plan

Virginia Indigent Defense Commission (848)

3/17/2014 11:25 am

Biennium: 2010-12

Service Area 2 of 4

Capital Indigent Defense Services (848 327 02)

Description

The VIDC is charged with providing legal defense representation to all indigent persons charged with an offense for which the possible penalty is incarceration or death. The General Assembly by statute established four regional capital defender offices to provide legal defense representation to indigent persons charged with capital offenses the penalty for which is death.

Background Information

Mission Alignment and Authority

- Describe how this service supports the agency mission
This service area supports the Virginia Indigent Defense Commission's mission of providing the constitutionally mandated legal defense representation services to indigent criminal defendants charged with crimes for which the possible penalty is incarceration or death.
Describe the Statutory Authority of this Service
Section 19.2- 163.2 of the Code of Virginia, approved during the 2002 General Assembly session authorized the creation of four capital defender offices. Sections 19.2-163.7 and 19.2-163.8 provide for the appointment of capital defender offices to represent indigent criminal defendants charged in capital cases.

Customers

Table with 4 columns: Agency Customer Group, Customer, Customers served annually, Potential annual customers

Anticipated Changes To Agency Customer Base
None

Partners

Table with 2 columns: Partner, Description

[None entered]

Products and Services

- Factors Impacting the Products and/or Services:
Turnover and vacancy.
Limited number of qualified capital counsel.
Anticipated Changes to the Products and/or Services
No changes are anticipated.
Listing of Products and/or Services
o Capital defense representation.

Finance

- Financial Overview
This service area provides capital defense representation to indigent defendants charged with murder for which the death penalty is being sought. Virginia law requires that all defendants charged with a capital crime be appointed two attorneys by the Court. The second attorney appointed on a case, unless it is a public defender, is a private attorney. Private attorneys assigned to capital cases are compensated by the Court for their services. Attorneys and staff of the Commission are state employees on fixed salaries.
Financial Breakdown

Table with 4 columns labeled FY

	FY 2011		FY 2012		2011	2012	2011	2012
	General Fund	Nongeneral Fund	General Fund	Nongeneral Fund				
Base Budget	\$2,746,792	\$0	\$2,746,792	\$0				
Change To Base	-\$34,084	\$0	-\$34,084	\$0				
Service Area Total	\$2,712,708	\$0	\$2,712,708	\$0				
Base Budget	\$2,746,792	\$0	\$2,746,792	\$0				
Change To Base	-\$34,084	\$0	-\$34,084	\$0				
Service Area Total	\$2,712,708	\$0	\$2,712,708	\$0				
Base Budget	\$2,746,792	\$0	\$2,746,792	\$0				
Change To Base	-\$34,084	\$0	-\$34,084	\$0				
Service Area Total	\$2,712,708	\$0	\$2,712,708	\$0				

Human Resources

- *Human Resources Overview*

There are four regional Capital Defender offices. The positions existing in each office include, Capital Defender, Deputy Capital Defender, Assistant Capital Defender, Mitigation/Sentencing Specialist, Investigator and Office Manager.

- *Human Resource Levels*

Effective Date	7/1/2009
Total Authorized Position level	31
Vacant Positions	4
Current Employment Level	27.0
Non-Classified (Filled)	0
Full-Time Classified (Filled)	27
Part-Time Classified (Filled)	0
Faculty (Filled)	0
Wage	0
Contract Employees	0
Total Human Resource Level	27.0

breakout of Current Employment Level

= Current Employment Level + Wage and Contract Employees

- *Factors Impacting HR*

Recruiting is difficult because of the high level of expertise required and the salary structure. The pool of capital qualified attorneys is small. The caseload of each Capital office depends on the various jurisdictions. Due to budget constraints one position within each Capital office is frozen until FY11.

One of the main factors surrounding human resources allocated to capital defense representation is the specialized experience that is needed in trying capital cases. VIDC, along with the Supreme Court and the Virginia State Bar, is responsible for ensuring attorneys meet the requirements for qualification to provide capital defense representation. The pool of capital qualified attorneys is small. It is difficult for attorneys to become capital qualified under the current qualifications as written because a small number of cases are tried as capital cases in the various jurisdictions.

- *Anticipated HR Changes*
No changes are anticipated.

Service Area Objectives

- The VIDC will work to save the Commonwealth funds by ensure that each capital defender office is adequately staffed to represent indigent defendants charged with capital offenses.

Objective Description

The complicated nature of death penalty cases can require literally thousands of hours of legal work including research, investigation, witness interviews and securing expert testimony. It can completely consume an attorney's practice. The expertise and experience required to provide adequate legal defense representation in a death penalty case takes years to acquire and is not generally achieved by most criminal defense attorneys. Whereas the compensation provided to court appointed attorneys representing indigent defendants charged with non-capital offenses is limited by statute and the Appropriations Act, the compensation of court appointed counsel in capital defense cases is not limited. The statute discussing the appointment of counsel in capital cases requires that two attorneys be appointed to any defendant charged with a capital offense. One of the attorneys must be from the regional capital defender offices, and the other attorney should be appointed from the list of attorneys eligible to accept capital appointments maintained by the Supreme Court and the Commission. If the capital defender office is not able to provide defense representation, the court must provide two private, capital-qualified attorneys. Both are entitled to compensation that is not limited by statute or the Appropriations Act. By fully staffing the Capital Defender offices with well qualified, experienced capital attorneys, the VIDC will ensure that Commonwealth has a cost effective method of fulfilling its Constitutional obligation of providing counsel to those indigent persons charged with capital crimes.

Alignment to Agency Goals

- Agency Goal: Improve the quality of indigent criminal defense representation in Virginia.
- Agency Goal: Improve recruitment and retention of public defenders.

Objective Strategies

- Increase the number and availability of trainings provided for capital certification.
- Reexamine the criteria for certifying capital defense counsel and recommending any necessary changes to the General Assembly.
- Partner with local bar associations to provide quality capital defense certification training.

Link to State Strategy

- nothing linked

Objective Measures

- The provision of quality capital defense training programs.

Measure Class: Measure Type: Measure Frequency: Preferred Trend:

Measure Baseline Value: Date:

Measure Baseline Description: develop a baseline

Measure Target Value: Date:

Measure Target Description: Establish a target after determining the baseline.

Data Source and Calculation: Track the number of capital defense training programs conducted, the number of attendees, their evaluation of the program and the number of attorneys on the capital court appointed certified list.

Service Area Strategic Plan

Virginia Indigent Defense Commission (848)

3/17/2014 11:25 am

Biennium: 2010-12 ▼

Service Area 3 of 4

Legal Defense Regulatory Services (848 327 03)

Description

The VIDC is responsible for the development and enforcement of Standards of Practice for court appointed attorneys. It is also responsible for certifying that court appointed attorneys have met the statutory requirements for representing indigent defendants charged with crimes for which the possible penalty is incarceration or death and for the removal of attorneys who fail to adhere to the Standards of Practice.

Background Information

Mission Alignment and Authority

- *Describe how this service supports the agency mission*
The service area aligns with the Commission's goal of improving the quality of indigent defense representation in Virginia by reviewing, modifying and enforcing the Standards of Practice and providing criminal defense representation training for public defenders and court appointed counsel.
- *Describe the Statutory Authority of this Service*
Section 19.2-163.01 of the Code of Virginia provides the statutory authority.

Customers

Agency Customer Group	Customer	Customers served annually	Potential annual customers
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Anticipated Changes To Agency Customer Base
None

Partners

Partner	Description
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[None entered]

Products and Services

- *Factors Impacting the Products and/or Services:*
As the Standards of Practice are used, there may be modifications, additions or deletions needed. The training course and materials are revised annually. The certified court appointed counsel list must be updated as new attorneys apply, attorneys request to be removed, attorney addresses and other contact information changes. As complaints filter in, the guidelines may need modifications, additions or deletions.
- *Anticipated Changes to the Products and/or Services*
An update to the training course and materials. Modifications to the court appointed counsel list as necessary.
- *Listing of Products and/or Services*
 - Standards of Practice Certification and recertification applications Certification training course and materials Certified court appointed counsel list (database) Guidelines for removal from certified court appointed counsel list.

Finance

- *Financial Overview*
The Appropriations Act provided funding for two full time positions to provide the required regulatory services.
- *Financial Breakdown*

FY 2011	FY 2012	FY 2011	FY 2012
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	General Fund	Nongeneral Fund	General Fund	Nongeneral Fund
Base Budget	\$196,830	\$0	\$196,830	\$0
Change To Base	\$9	\$0	\$9	\$0
Service Area Total	\$196,839	\$0	\$196,839	\$0
Base Budget	\$196,830	\$0	\$196,830	\$0
Change To Base	\$9	\$0	\$9	\$0
Service Area Total	\$196,839	\$0	\$196,839	\$0

Human Resources

- *Human Resources Overview*

The Appropriations Act provided for two positions for the regulatory enforcement requirements. The positions allocated to this service area include, an Assistant Training and Attorney Certification Director (who serves as the regulatory attorney) and an Administrative Assistant.

- *Human Resource Levels*

Effective Date	7/1/2008
Total Authorized Position level	2
Vacant Positions	0
Current Employment Level	2.0
Non-Classified (Filled)	0
Full-Time Classified (Filled)	2
Part-Time Classified (Filled)	0
Faculty (Filled)	0
Wage	0
Contract Employees	0
Total Human Resource Level	2.0

breakout of Current Employment Level

= Current Employment Level + Wage and Contract Employees

- *Factors Impacting HR*

None

- *Anticipated HR Changes*

None.

Service Area Objectives

- Improve the quality of indigent defense representation in Virginia.

Objective Description

The service area aligns with the Commission's goal of improving the quality of indigent defense representation in Virginia by reviewing, modifying and enforcing the Standards of Practice for Indigent Defense Counsel and providing criminal defense representation training for public defenders and court appointed counsel.

Alignment to Agency Goals

- Agency Goal: Improve the quality of indigent criminal defense representation in Virginia.

Objective Strategies

- The VIDC will ensure efficient and fair processing of complaints field concerning court appointed counsel by

reviewing complaints fairly and impartially to ensure equity to both the complainant and the attorney who is the subject of the complaint.

- The VIDC will continue to disseminate the Standards of Practice to court appointed counsel and make available instruction on the Standards of Practis to all court appointed counsel.
- The Commission will ensure that the information contained in the Court Appointed Attorney Process (CAAP) list is accurate.
- The Commission will ensure efficient and accurate processing of applications for certification and recertification.

Link to State Strategy

- nothing linked

Objective Measures

- Identify and track the number of violations of the Standards of Practice

Measure Class: Measure Type: Measure Frequency: Preferred Trend:

Measure Baseline Value: Date:

Measure Baseline Description: Establish a Baseline

Measure Target Value: Date:

Measure Target Description: Determine a measure target after identification of a baseline.

Data Source and Calculation: Record the number of complaints received regarding violations of the Standards of Practice.

Service Area Strategic Plan

Virginia Indigent Defense Commission (848)

3/17/2014 11:25 am

Biennium: 2010-12 ▼

Service Area 4 of 4

Administrative Services (848 327 22)

Description

The VIDC is charged with providing legal defense representation to all indigent persons charged with an offense for which the possible penalty is incarceration or death. The Commission meets this requirement through the administration of 25 public defender offices, 4 regional capital defender offices and one appellate defender office located throughout the Commonwealth.

The Commission has a centrally located administrative office, which provides services to the field offices allowing them to focus on the Commission’s main mission of providing legal defense representation. The administrative office provides human resources, accounts payable, budget, training, lease administration, information technology, legal research access, attorney certification and management services to the field offices. Payroll is contracted out to the Payroll Services Bureau of the Department of Accounts on a fee basis lessening the duties of the agency staff. Additionally, the administrative office reports to the Commission members and performs any necessary work to ensure the Commission complies with requirements of state and federal statutes and agencies, including for example the DOA ARMICS requirements and the VITA IT Security Standards.

Background Information

Mission Alignment and Authority

- Describe how this service supports the agency mission
This service area supports the VIDC’s mission by alleviating many of the administrative demands from and providing necessary training and technology to the field offices and responding to demands and requirements of other agencies, allowing the field office employees to focus on the provision of legal defense services to indigent criminal defendants.
- Describe the Statutory Authority of this Service
Section 19.2-163.01 of the Code of Virginia provides the statutory authority.

Customers

Agency Customer Group	Customer	Customers served annually	Potential annual customers
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Anticipated Changes To Agency Customer Base
None.

Partners

Partner	Description
[None entered]	

Products and Services

- Factors Impacting the Products and/or Services:
The VIDC has expanded greatly since the creation of its predecessor, the Public Defender Commission. The Administrative office has remained relatively small. The demands on the Administrative office continue to grow, not only from the field offices, but also from demands from outside agencies and from changes in the Commission’s scope and responsibilities, specifically its supervisory nature and the addition of the responsibility for certification of court appointed counsel.

The VIDC requested and obtained a Best Practices Report from the Department of Planning and Budget, Division of Best Practices (the “Report”). This analysis provided 23 recommendations to improve service by the Administrative office to the Commission, its field offices and employees, other agencies, and as a result, improve service by its field offices to their clients.

The VIDC has adopted the Report as a roadmap and instructed the Executive Director to implement the recommendations within budget constraints. The VIDC has completed several of the recommendations and will

continue working toward full implementation.

- *Anticipated Changes to the Products and/or Services*

[Nothing entered]

- *Listing of Products and/or Services*

- Lease administration, Risk management, Human Resource management , Budget development services, Coordination of payroll services, Accounting services, Training programs, Information Technology Administration, Procurement processing and services, Legislative services, Reporting/Auditing and Compliance services.

Finance

- *Financial Overview*

The costs allocated to the Administrative Services of the Commission total 6% of the total funds appropriated to the Commission.

- *Financial Breakdown*

	FY 2011		FY 2012	
	General Fund	Nongeneral Fund	General Fund	Nongeneral Fund
Base Budget	\$2,610,666	\$0	\$2,610,666	\$0
Change To Base	-\$15,832	\$0	-\$15,832	\$0
Service Area Total	\$2,594,834	\$0	\$2,594,834	\$0

Human Resources

- *Human Resources Overview*

The administrative office has a diverse mix of employees that provides support to the field offices. Over the past few years, the growth of the field offices has outpaced the growth of the Administrative staff. The position allocation within the Administrative Office is broken down by Executive Management, Budget and Finance, Training, Information Technology and Human Resources.

- *Human Resource Levels*

Effective Date	7/1/2009	
Total Authorized Position level	23.5	
Vacant Positions	1	
Current Employment Level	22.5	
Non-Classified (Filled)	3	breakout of Current Employment Level
Full-Time Classified (Filled)	18	
Part-Time Classified (Filled)	3	
Faculty (Filled)	0	
Wage	0	
Contract Employees	0	
Total Human Resource Level	22.5	= Current Employment Level + Wage and Contract Employees

- *Factors Impacting HR*

One of the major hindrances of the Administrative Office is a lack of a proper evaluation of the resources needed and the skill sets currently on hand to perform the responsibilities. This has impacted the ability of the Administrative Office to respond in an efficient manner to the field offices and other outside entities. A mismatch of skill sets has also impacted the ability of the Administrative Office to enhance overall productivity and efficiency.

- *Anticipated HR Changes*

Within FY09 in response to the Department of Planning and Budget's Best Practices Report on the Commission's Administrative office, the VIDC hired a Human Resource Manager and a Budget and Finance Director. These positions, in addition to the IT Director and Training Director are integral to assisting the Executive Director and the Deputy Director in implementing the recommendations of the Report. The VIDC has implemented many of the

proposed changes within the Report. During the current FY, the VIDC will take its analysis one step further by undertaking an indepth, process-specific analysis to ensure the highest level of efficiency and effectiveness in each position of the Administrative office.

Service Area Objectives

- To provide efficient, professional customer service to the field offices of the VIDC and to ensure compliance with all state and federal laws and regulations.

Objective Description

The primary purpose of the VIDC is to provide quality criminal defense representation to indigent persons charged with crimes for which the possible penalty is incarceration or death. The Administrative Office exists to assist the field offices in meeting this purpose through efficient, effective administrative processes and compliance with the requirements of state and federal laws and the requirements from outside agencies.

Alignment to Agency Goals

- Agency Goal: Provide a high level of quality customer service through efficient and effective administrative support services.

Objective Strategies

- Employee Attraction and Retention- VIDC will strive to attract and retain a qualified workforce by regularly monitoring, analyzing and reporting turnover, conducting exit interviews and creative recruitment and retention tools.
- Fairness and Diversity- VIDC will consistently and fairly apply management policies and practices by promoting a diverse workforce and ensuring that it is in compliance with state and federal laws.
- Employee Performance Management- The VIDC will ensure that each employee's performance is evaluated in a timely and consistent manner. The VIDC will proactively manages poor performers by working to improve performance or implementing consequences and will acknowledge the contributions of those that exceed performance expectations.
- Budget Plan - The VIDC will continue to utilize its internal budgeting process to receive and expend appropriated funds, and will continue to monitor expenditures on a monthly basis to ensure it stays within appropriations.
- APA Audits – The VIDC will ensure that material weaknesses, audit points and management letter comments from APA audits are adequately and promptly addressed through corrective action plans and not recurring.
- Prompt Pay – The VIDC will ensure compliance with the minimal acceptable management standard of 95 percent compliance with the prompt pay act.
- Internal Control – The VIDC will have no recurring control deficiencies, significant deficiencies or material internal control weaknesses reported in either the APA Audit or the DOA ARMICS certification through its compliance with all state laws and regulations, ensuring that agency internal control framework and procedures safeguard against the loss or inefficient use of Commonwealth assets and that the proper recordation of all financial transactions in CARS.
- eVA Usage – The VIDC will conduct procurements using advanced technology by posting notices of business opportunities on the eVA website, and by making purchases from vendors and suppliers registered in eVA to the extent that such utilization provides efficiency in the process and is fiscally responsible.
- Small, Women & Minority Vendor Participation (SWaM) – The VIDC will utilize the SWaM vendor lists provided through eVA to attract and increase the number of bids received from SWaM vendors.
- Emergency Preparedness – The VIDC possess, annually update and exercise written Continuity of Operations plans.
- Compliance with the information security standards – The VIDC will continue to work to maintain the security of sensitive information and systems through compliance with the information security standards and will achieve 100% compliance with the security information points found in the 2008 VITA Information Security Report.

Link to State Strategy

- nothing linked

Objective Measures

- Compliance with Executive Branch Agency Administrative Measures.

Measure Class: Measure Type: Measure Frequency: Preferred Trend:

Measure Baseline Description: Some will be developed in FY10, where data already exists, the baseline is noted in the Strategy

Measure Target Value: Date:

Measure Target Description: Noted in the strategy language

Data Source and Calculation: Agency Reports (including, but not limited to: hiring report, turnover report, applicant flow report (RMS), EEO report, ARMICS assessment, COOP Planning documents; and Outside Agency Reports: Comptroller's Quarterly Report, VITA 2008 Information Security Report, APA Audit findings and recommendations for the VIDC