

Agency Strategic Plan

Commonwealth's Attorneys' Services Council (957)

3/11/2014 9:33 am

Biennium: 2010-12 ▼

Mission and Vision

Mission Statement

The Commonwealth's Attorneys' Services Council (CASC) provides continuing legal education, training and technical assistance to Virginia's elected prosecuting attorneys to improve prosecutor effectiveness in enforcing the law and thereby strengthening the criminal justice system in the Commonwealth.

Vision Statement

The Commonwealth's Attorneys' Services Council aims for a corps of professional prosecutors armed with the knowledge, skills and support to promote the fair and effective administration of justice.

Executive Progress Report

Service Performance and Productivity

- *Summary of current service performance*

CASC offers prosecutors statewide and regional training courses to ensure cost-effective opportunities to meet Virginia's professional requirements regarding continuing legal education while improving prosecution skills and criminal law knowledge. In FY2007, attendance for the six annual statewide programs (Annual Meeting, Executive Program, Spring Institute, Top Gun, Homicide and Trial Advocacy) exceeded 1100. More than 620 prosecutors attended the Spring Institute - an all-time attendance record. Additional funding sources permitted CASC to offer extra, multi-day regional programs, including three gang prosecution trainings (in Manassas, Henrico and Bristol), a capital murder prosecution training, and the first of several planned regional Advanced DUI Prosecutions programs. Partnering with the Office of the Attorney General, the Institute of Forensic Science and Medicine, and the William and Mary Law School, CASC co-sponsored programs on state and federal gang prosecutions, DNA evidence for prosecutors, and a domestic violence symposium. More than 300 prosecutors and law-enforcement personnel participated in these extra programs in FY2007.

CASC measures the quality of all programs through course evaluations from participants who rate overall program effectiveness and all subsidiary components on a five point scale (Poor, Needs Improvement, Fair, Good, and Excellent). CASC solicits feedback from attendees to monitor everything from satisfaction with faculty, written materials, registration process and classroom/hotel accommodations as well as suggestions for future training programs. In FY2007, the overall performance responses exceeded 90% of participants ranking programs as good or excellent.

CASC continues to provide administrative support and technical assistance to Virginia's 120 Commonwealth's Attorneys' offices. The Virginia Commonwealth's Attorneys' Information System (VCAIS), a prosecutorial case management system administered by the Commonwealth's Attorneys' Services Council, now has been installed in 50 offices and an updated version was rolled out in 2007. Seventy-eight (78) Commonwealth's Attorneys' offices now are using the CASC Resource Center, an on-line databank created in 2005 providing prosecutor access to appellate briefs, legal memoranda, court forms, training outlines, and information about expert witnesses. CASC staff maintains a gang database of information collected from public safety agencies and gang investigators for distribution to prosecutors and law enforcement, and distributes a bi-monthly gang news update. The CASC website, www.cas.state.va.us, provides prosecutors with news of training opportunities and on-line program registration, prosecutor position announcements, and a public Commonwealth's Attorney locator.

CASC staff prepares and distributes to Commonwealth's Attorneys a weekly email update of relevant Virginia and federal court decisions, legislative actions, and topical news, along with information about prosecutor training nationwide. CASC provides Commonwealth's Attorneys with an annual legislative update and an information package for training local law enforcement on new laws. Additionally, in FY2007 CASC published prosecution manuals for DUI and gang prosecutions.

- *Summary of current productivity*

Since 2006, CASC has emphasized expanded program offerings to meet the increased training needs of an expanding audience of prosecutors. Without significant increases of appropriated funds or staff, CASC has increased the number of training programs from 8 in FY2005, to 9 in FY2006, and 13 in FY2007. CASC developed additional programs targeted to specific needs of Virginia's prosecutors by seeking grant funding (Gangs, DUI, Capital Murder) and by partnering with related institutions (Attorney General, Institute of Forensic Science and Medicine, William and Mary Law School) for programs benefiting all involved. CASC's largest program, the 2007 Spring Institute, offered four optional training tracks, including a courtroom technology certification program through the William and Mary Law School, a two-

day prosecution skills track, and in-depth presentations on elder abuse, accessories and codefendants, bloodhounds, immigration, female sexual predators, and investigative grand juries.

At the same time, CASC also has increased its information services for Commonwealth's Attorneys by expanding the on-line Resource Center contents to include topical training materials, outlines and a wider collection of prosecutor prepared briefs, pleadings, motions and memoranda, and formalizing the expanded electronic Weekly Update of relevant information for prosecutors.

Initiatives, Rankings and Customer Trends

- *Summary of Major Initiatives and Related Progress*

On-going initiatives at CASC include a local Commonwealth's Attorney's COOP training, "Regional Training a la Carte" programs, use of digital training materials, a telework project, and revising the aging Commonwealth's Attorneys' Handbook.

The Commonwealth's Attorneys' COOP project is a training and COOP-kit for local Commonwealth's Attorneys' offices to plan for maintaining functions in the event of local catastrophic circumstances. With funding from the Law Enforcement and Terrorism Training Project, CASC is completing COOP planning materials for distribution to Commonwealth's Attorneys and training in FY2008.

"Regional Training a la Carte" takes training to prosecutors and minimizes the expense and out-of-court time associated with prosecutors traveling to conferences. A local Commonwealth's Attorney's office hosts a regional course from a CASC menu of prepared training programs for one-day training and CASC supplies instructional materials, CLE credit approval, and staffs the presentation.

CASC is using digital training materials on CD instead of relying exclusively on costly printed binders for some programs and where written materials are not needed at hand during a presentation. For on-going publishing projects of CASC, prosecution manuals and outlines are distributed to Commonwealth's Attorneys initially in printed form, but maintained on the Resource Center or CD for additional copying and revision. In 2007, CASC began reviewing and revising the Commonwealth's Attorneys' Handbook, a 29 chapter publication last revised in 1997. The revised Handbook will be released by chapters on the Resource Center, and in final on CD.

In 2007, CASC began a telework project that encourages optional telecommuting for 6 of 7 office employees.

- *Summary of Virginia's Ranking*

Prosecutor service agencies vary from state to state and do not follow a standard model. The Commonwealth's Attorneys' Services Council is organized and tasked with responsibilities consistent with similar offices among the States.

- *Summary of Customer Trends and Coverage*

The Commonwealth's Attorneys' Services Council focuses specifically on Virginia's 120 independently elected Commonwealth's Attorneys and their staffs. Prosecutor's needs vary within an ever-changing legal environment, but all prosecutors benefit from quality training for relevant core knowledge and skills, supplemented by specialized training and information in response to emerging legislative, judicial and societal developments.

Legislative action to achieve full funding of the Commonwealth's Attorneys' existing staffing standards has led to the creation of 130 new assistant positions throughout the Commonwealth since 2005. This influx of new prosecutors produces a corresponding need for increased education and training on prosecution skills.

The expanding base of prosecutors has meant record numbers of prosecutors attending recent annual programs. The responsibility of providing adequate opportunities for professional training will require expanding the size of annual programs and adding alternative programs. The increased expense of traveling will require regional programs available to prosecutors in all corners of the Commonwealth.

Impact of Aging Population on CASC:

The agency is not affected directly in the nature and quality of the services it offers to its customers - Commonwealth's Attorneys and their assistants - by reason of the aging of Virginia's population. The age of the customer population served by CASC can be expected to remain fairly stable as an increase in the number of entry-level Assistant Commonwealth's Attorneys statewide likely will offset any aging trend among more experienced prosecutors. CASC recognizes the criminal justice interests in an aging population and includes elder law and elder abuse topical training in statewide programs.

The ability of CASC itself to deliver services may be impacted by aging. The average age of CASC staff is approximately 48 years.

Future Direction, Expectations, and Priorities

- *Summary of Future Direction and Expectations*

CASC intends to continue to be the resource of choice for all of Virginia's prosecutors. Maintaining core services of the agency - professional training and information support services - and expanding these services to meet the growing numbers of prosecutors will continue as CASC's priorities.

CASC has identified a need to provide regional trainings as opportunities are found to make sure the agency's services are geographically available throughout the Commonwealth.

New legislation in 2006 made CASC a clearinghouse for gang information collected by state agencies to be made available for law enforcement purposes. Gang prosecution training, and information support for prosecutors and law enforcement concerning gangs, will be continuing roles for the agency.

- *Summary of Potential Impediments to Achievement*

CASC currently manages its core responsibilities with a small workforce – 7 staff members- and a modest budget. Maintaining CASC services at even its current level requires grant funding, volunteer program faculty drawn from among Commonwealth's Attorneys and public safety agencies, and a highly efficient and well-motivated staff. Further expanding the program environment will require expanding CASC. Alternative (grant) funding resources and partnering opportunities have proved valuable to CASC, but do not offer a stable and predictable foundation for planning training and related services. Well-planned training programs, require substantial lead time in preparation and as much as two years advance commitment to a meeting location.

The size of the customer base is presenting new challenges to CASC. For example, CASC and Commonwealth's Attorneys value the Spring Institute as a major training event that ideally allows all Virginia prosecutors to meet, network and train at one function once a year. Attendance for the Spring Institute has increased to the point where it has outgrown some traditional venues and future affordable locations for the program are limited both in number and geographically.

Service Area List

Service Number	Title
957 326 04	Prosecutorial Training
957 326 06	Technical Assistance and Information Dissemination to Prosecutors
957 326 07	Administrative Services

Agency Background Information

Statutory Authority

The Commonwealth's Attorneys' Services Council is an executive branch state agency, established as a supervisory council within the meaning of Virginia Code § 2.2-2100. Code § 2.2-2618 specifically authorizes Council to coordinate training and continuing legal education activities for attorneys for the Commonwealth, gather and disseminate information to attorneys for the Commonwealth relative to their official duties, and coordinate with state agencies, the Judicial Council, and the Attorney General, concerning necessary research, minimum standards, educational needs and other matters relative to upgrading the professional status of attorneys for the Commonwealth. Pursuant to Code § 2.2-2619, the Council, with the concurrence of the Governor, appoints the agency director and ensures that the agency director complies with all Council and statutory directives. The agency director is subordinate to and serves at the pleasure of the Council. In addition to the agency director, Council staff consists of three staff attorneys, a program specialist, a computer systems engineer, and an administrative coordinator.

Code § 2.2-2617 provides that the governing Council shall be composed of not more than sixteen members, as follows: one Commonwealth's Attorney for each congressional district in the Commonwealth, the president, the immediate past president, the president elect, the vice-president and the secretary treasurer of the Virginia Association of Commonwealth's Attorneys. The Council is required by statute to establish its own bylaws, procedures and requirements with respect to quorum, place and conduct of its meetings and its other business matters, provided that such bylaws include a provision that the Council hold no less than ten meetings per year. Va. Code § 2.2-2618.

Customers

Customer Group	Customers served annually	Potential customers annually

120 Locally elected Commonwealth's Attorneys, their Assistants and support staff	838	838
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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:*

CASC provides continuing legal education training to Virginia prosecutors to satisfy Virginia State Bar professional licensing requirements and to develop prosecution skills and legal knowledge. Annually, CASC offers specialized 5-day training programs on particular categories: drug offense prosecutions (Top Gun), murder prosecutions (Homicide), and trial skills in a domestic violence context (Trial Advocacy). CASC also hosts an annual Spring Institute for all Virginia prosecutors which provides a variety of information for new and experienced prosecutors during a 3-day conference. CASC provides MCLE training for the Virginia Association of Commonwealth's Attorneys Annual Meeting, and the Commonwealth's Attorneys' Executive Program. Additional topical training is offered as funding becomes available and specific needs are identified. In FY2007, CASC offered specialized training programs in gang prosecutions, DUI prosecutions, Capital Murder prosecutions, and the use of DNA evidence.

CASC administers the Virginia Commonwealth's Attorneys' Information System (VCAIS) case management system, which manages administrative functions within prosecutor's offices. VCAIS is installed and updated by CASC's computer systems engineer.

Since 2005, CASC has developed and maintained an on-line resource center offering prosecutors the opportunity to research collected materials including briefs, legal memoranda, form pleadings or documents, and other relevant information provided by prosecutors for prosecutors.

CASC prepares and distributes topical prosecution manuals and outlines to Commonwealth's Attorneys.

● *Factors Impacting Agency Products and/or Services:*

[Nothing entered]

● *Anticipated Changes in Products or Services:*

[Nothing entered]

Finance

● *Financial Overview:*

[Nothing entered]

● *Financial Breakdown:*

	FY 2011		FY 2012	
	General Fund	Nongeneral Fund	General Fund	Nongeneral Fund
Base Budget	\$809,638	\$0	\$809,638	\$0
Change To Base	\$0	\$0	\$0	\$0
Agency Total	\$809,638	\$0	\$809,638	\$0

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

Human Resources

● *Overview*

[Nothing entered]

● *Human Resource Levels*

Effective Date	9/1/2009

Total Authorized Position level	0	
Vacant Positions	0	
Current Employment Level	0.0	
Non-Classified (Filled)	0	breakout of Current Employment Level
Full-Time Classified (Filled)	0	
Part-Time Classified (Filled)	0	
Faculty (Filled)	0	
Wage	0	
Contract Employees	0	
Total Human Resource Level	0.0	= Current Employment Level + Wage and Contract Employees

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

Information Technology

- *Current Operational IT Investments:*
[Nothing entered]
- *Factors Impacting the Current IT:*
[Nothing entered]
- *Proposed IT Solutions:*
[Nothing entered]
- *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	\$13,112	\$0	\$13,309	\$0
Changes (+/-) to VITA Infrastructure	\$0	\$0	\$0	\$0
Estimated VITA Infrastructure	\$13,112	\$0	\$13,309	\$0
Specialized Infrastructure	\$0	\$0	\$0	\$0
Agency IT Staff	\$0	\$0	\$0	\$0
Non-agency IT Staff	\$0	\$0	\$0	\$0
Other Application Costs	\$0	\$0	\$0	\$0
Agency IT Current Services	\$13,112	\$0	\$13,309	\$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	\$13,112	\$0	\$13,309	\$0
Proposed IT Investments	\$0	\$0	\$0	\$0
Total	\$13,112	\$0	\$13,309	\$0

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

Capital

- *Current State of Capital Investments:*
[Nothing entered]
- *Factors Impacting Capital Investments:*
[Nothing entered]
- *Capital Investments Alignment:*
[Nothing entered]

Agency Goals

Goal 1

Provide high quality continuing legal education training to prosecutors.

Goal Summary and Alignment

CASC seeks to encourage prosecutorial excellence by offering Virginia's prosecutors comprehensive continuing legal education and training specifically addressing the challenges of prosecuting criminal cases in the Commonwealth. Well-educated and trained prosecuting attorneys are better prepared to fulfill their responsibilities to effectively and ethically promote public safety and the fair and effective administration of justice.

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 2

Provide all Virginia prosecutors an opportunity to meet professional requirements mandated by the Virginia State Bar to maintain their licenses to practice law.

Goal Summary and Alignment

Attorneys in Virginia must participate in continuing legal education to maintain professional licensure. The Virginia State

Bar mandates attendance of at least 12 hours of Mandatory Continuing Legal Education (MCLE) annually, including 2 hours of ethics. CASC seeks to provide adequate opportunities for every Virginia prosecutor to satisfy MCLE requirements with timely training programs relevant to the prosecution of criminal cases.

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 3

Increase the number of jurisdictions participating in the VCAIS case management system.

Goal Summary and Alignment

VCAIS promotes the efficient and effective handling of administrative matters within the prosecutor's control in the criminal justice system. It is designed to manage a variety of important functions, including docket control, pre-trial confinement tracking and the coordination of victim-witness services. It also offers a valuable information backup opportunity. It was conceived by Virginia prosecutors and designed expressly for all Virginia prosecutors while retaining enough flexibility to allow local practice-specific variations.

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 4

Increase the resources available on the Resource Center.

Goal Summary and Alignment

The CASC on-line Resource Center is intended to be a resource that is always available to a Virginia prosecutor to locate Virginia specific memoranda, forms, briefs, or training materials and outlines for case prosecutions. The value of the Resource Center ultimately is gauged by its reputation among prosecutors as a worthwhile source of information, and that reputation is earned by building a library with useful contents. CASC will continue to update and add categories of resources to enhance the service.

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 5

Increase the number of prosecutors and support staff who use the Resource Center.

Goal Summary and Alignment

CASC encourages prosecutors to use the CASC on-line services for research assistance as an efficient and time-saving method of discovering other Virginia prosecutors' tried-and-true approaches to common issues.

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 6

We will strengthen the culture of preparedness across state agencies, their employees and customers.

Goal Summary and Alignment

This goal ensures compliance with federal and state regulations, policies and procedures for Commonwealth preparedness, as well as guidelines promulgated by the Assistant to the Governor for Commonwealth Preparedness, in collaboration with the Governor's Cabinet, the Commonwealth Preparedness Working Group, the Department of Planning and Budget and the Council on Virginia's Future. The goal supports achievement of the Commonwealth's statewide goal of protecting 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 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.
-

Service Area Strategic Plan

Commonwealth's Attorneys' Services Council (957)

3/11/2014 9:33 am

Biennium: 2010-12 ▼

Service Area 1 of 3

Prosecutorial Training (957 326 04)

Description

We will provide continuing legal education opportunities for all Commonwealth's Attorneys and Assistant Commonwealth's Attorneys in Virginia. Prosecutors depend upon CASC training programs focused on the prosecution of criminal cases in Virginia to meet annual mandatory continuing legal education (MCLE) requirements established by the Virginia State Bar for professional licensure. CASC provides at least 6 statewide training programs per year. Additional regional programs are provided as funding permits.

Background Information

Mission Alignment and Authority

- *Describe how this service supports the agency mission*
CASC strives to ensure that all prosecutors have the opportunity, through Council sponsored training and education programs, to exceed the minimum annual continuing legal education requirements mandated by the Virginia State Bar.
- *Describe the Statutory Authority of this Service*
Virginia Code § 2.2-2618: CASC to "coordinate training and continuing legal education activities for attorneys for the Commonwealth."

Customers

Agency Customer Group	Customer	Customers served annually	Potential annual customers
120 Locally elected Commonwealth's Attorneys, their Assistants and support staff	120 Locally-elected Commonwealth's Attorneys and their assistants	838	838

Anticipated Changes To Agency Customer Base

Pending a final budget for FY2009-2010, 63 additional prosecutor positions are anticipated to achieve the 2005 goal of fully funding Commonwealth's Attorneys' staffing standards.

Partners

Partner	Description
[None entered]	

Products and Services

- *Factors Impacting the Products and/or Services:*
[Nothing entered]
- *Anticipated Changes to the Products and/or Services*
[Nothing entered]
- *Listing of Products and/or Services*
 - CASC provides continuing legal education training to Virginia prosecutors to satisfy Virginia State Bar professional licensing requirements and to develop prosecution skills and legal knowledge. Annually, CASC offers specialized 5-day training programs on particular categories: drug offense prosecutions (Top Gun), murder prosecutions (Homicide), and trial skills in a domestic violence context (Trial Advocacy). CASC also hosts an annual Spring Institute for all Virginia prosecutors which provides a variety of information for new and experienced prosecutors during a 3-day conference. CASC provides MCLE training for the Virginia Association of Commonwealth's Attorneys Annual Meeting, and the Commonwealth's Attorneys' Executive Program. Additional topical training is offered as funding becomes available and specific needs are identified. In FY2007, CASC offered specialized training programs in gang prosecutions, DUI prosecutions, Capital Murder prosecutions, and the use of DNA evidence.

Finance

● *Financial Overview*

The Commonwealth's Attorneys' Services Council receives general fund appropriations from the General Assembly and federal grant funds. Federal grant funds are from various sources and most require a state match. Grants are not a predictable source of funding that can be projected reliably because they are dependent upon available funds and must be applied for annually. In FY2007, CASC was awarded \$115,177 in grants (excluding state match).

● *Financial Breakdown*

	FY 2011		FY 2012		FY 2011	FY 2012	FY 2011	FY 2012
	General Fund	Nongeneral Fund	General Fund	Nongeneral Fund				
Base Budget	\$134,382	\$0	\$134,382	\$0				
Change To Base	\$0	\$0	\$0	\$0				
Service Area Total	\$134,382	\$0	\$134,382	\$0				
Base Budget	\$134,382	\$0	\$134,382	\$0				
Change To Base	\$0	\$0	\$0	\$0				
Service Area Total	\$134,382	\$0	\$134,382	\$0				
Base Budget	\$134,382	\$0	\$134,382	\$0				
Change To Base	\$0	\$0	\$0	\$0				
Service Area Total	\$134,382	\$0	\$134,382	\$0				

Human Resources

● *Human Resources Overview*

CASC relies on a staff of seven employees to provide its services to Virginia's prosecutors: a director, three staff attorneys, one computer systems engineer, an administrative coordinator (fiscal officer) and a program specialist. The agency has wage positions for law student interns. CASC benefits from an experienced staff possessing special skills and knowledge in the prosecution of criminal cases in Virginia and special skills administering the VCAIS system.

● *Human Resource Levels*

Effective Date	7/1/2006
Total Authorized Position level	7
Vacant Positions	0
Current Employment Level	7.0
Non-Classified (Filled)	0
Full-Time Classified (Filled)	7
Part-Time Classified (Filled)	0
Faculty (Filled)	0
Wage	2
Contract Employees	0
Total Human Resource Level	9.0

breakout of Current Employment Level

= Current Employment Level + Wage and Contract Employees

- *Factors Impacting HR*

The size of CASC staff means that a single vacancy reduces the workforce by 15%.

The age of the agency workforce is increasing - the average age of staff is 48 years.

- *Anticipated HR Changes*

Within the next five years, CASC can anticipate the potential need to replace at least one staff member because of retirement. Recruitment and training of new staff will require additional resources and will adversely affect agency operations because of the small size of the agency.

Service Area Objectives

- We will ensure all Virginia prosecutors receive quality continuing education through Council sponsored training programs to meet the annual MCLE requirements.

Objective Description

We will increase attorney satisfaction with CASC training programs.

Alignment to Agency Goals

- Agency Goal: Provide high quality continuing legal education training to prosecutors.

Link to State Strategy

- nothing linked

Objective Measures

- We will increase attorney satisfaction with CASC training programs.

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

Frequency Comment: This is calculated on a fiscal year.

Measure Baseline Value: Date:

Measure Baseline Description: 80% of training participants rate quality of training programs as good or excellent.

Measure Target Value: Date:

Measure Target Description: 85% satisfaction with the quality and content of training opportunities sponsored by the Council.

Data Source and Calculation: Participants in all CASC programs complete performance evaluations rating the overall satisfaction of each program using a 5 point scale ranging from "Excellent" to "Poor." Evaluation scores are collected and reported cumulatively on a quarterly basis.

- We will ensure all Virginia prosecutors ample opportunities to meet professional requirements mandated by the Virginia State Bar to maintain law licenses.

Objective Description

Attorneys in Virginia must participate in continuing legal education to maintain law licenses. The Virginia State Bar mandates attendance of at least 12 hours of Mandatory Continuing Legal Education (MCLE) annually, including 2 hours of ethics. CASC seeks to ensure that adequate opportunities are available for every Virginia prosecutor to satisfy MCLE requirements with timely training programs relevant to the prosecution of criminal cases.

Alignment to Agency Goals

- Agency Goal: Provide all Virginia prosecutors an opportunity to meet professional requirements mandated by the Virginia State Bar to maintain their licenses to practice law.

Objective Strategies

- Develop alternative funding sources and resources for additional training opportunities.
- Assess current training needs from customer input.

Link to State Strategy

- nothing linked

Objective Measures

- We will increase opportunities for prosecutor training by offering sufficient training hours through CASC programs.

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

Measure Baseline Value: Date:

Measure Baseline Description: The number of training programs offered annually by CASC, based on historical practice, is 6.

Measure Target Value: Date:

Measure Target Description: Provide three additional training opportunities over baseline annually (contingent on funding availability).

Data Source and Calculation: Data based on calculation of number of CASC programs presented annually.

- Unit cost of producing Continuing Legal Education (CLE) training hours (cost of producing CASC training programs ÷ number of CLE training hours).

Measure Class: Measure Frequency: Preferred Trend:

Frequency Comment: Based on a calendar year

Measure Baseline Value: Date:

Measure Baseline Description: Based on calculation for three annual programs for fiscal year 2007

Measure Target Value: Date:

Measure Target Description: Based on calculation for three annual programs for fiscal year 2007

Data Source and Calculation: This measure describes the cost of producing CLE training hours among the three established annual general fund programs that offer prosecutor training approved by the Virginia State Bar. The "cost of producing the program" includes all funds spent specifically on these training programs: such as, site rental; faculty/consultant fees and expenses; educational materials (printed binders, outlines, manuals, handouts, CD's); and staff/faculty/student food, beverage, lodging and travel expenses as appropriate. The term "CLE training hours" means the total CLE hours available and is calculated by multiplying the approved CLE hours available in a program times the number of actual attendees of the program. The CLE training hours are aggregated from all three general fund programs.

Service Area Strategic Plan

Commonwealth's Attorneys' Services Council (957)

3/11/2014 9:33 am

Biennium: 2010-12 ▼

Service Area 2 of 3

Technical Assistance and Information Dissemination to Prosecutors (957 326 06)

Description

CASC regularly collects and distributes timely and relevant information to the 120 locally-elected Commonwealth's Attorneys and their assistants located across the state. CASC updates prosecutors concerning their duties and responsibilities, changes in law, and other matters relevant to criminal prosecutions.

CASC provides by email a weekly update of newly decided criminal appeals; pertinent Attorney General's opinions; problem statutes and funding issues, and training opportunities. CASC periodically sends email alerts and requests for input from Commonwealth's Attorneys' offices. Additionally, CASC periodically obtains statistical information from Commonwealth's Attorneys' relating to their performance, function and workload.

Since 2005, CASC has provided an on-line Resource Center allowing immediate access to Virginia specific memoranda, forms, briefs, or training materials and outlines for case prosecutions.

Background Information

Mission Alignment and Authority

- *Describe how this service supports the agency mission*
The information dissemination services support CASC's mission to provide technical support services to Virginia's prosecutors that improve prosecutor efficiency and effectiveness in enforcing the laws of the Commonwealth.
- *Describe the Statutory Authority of this Service*
Code § 2.2-2618: CASC authorized to "gather and disseminate information to attorneys for the Commonwealth relative to their official duties; including changes in the law affecting their office..."

Customers

Agency Customer Group	Customer	Customers served annually	Potential annual customers
120 Locally elected Commonwealth's Attorneys, their Assistants and support staff	120 Locally-elected Commonwealth's Attorneys and their assistants	838	838

Anticipated Changes To Agency Customer Base

Pending a final budget for FY2009-2010, 63 additional prosecutor positions are anticipated to achieve the 2005 goal of fully funding Commonwealth's Attorneys' staffing standards.

Partners

Partner	Description
[None entered]	

Products and Services

- *Factors Impacting the Products and/or Services:*
[Nothing entered]
- *Anticipated Changes to the Products and/or Services*
[Nothing entered]
- *Listing of Products and/or Services*
 - CASC provides by email a weekly update of newly decided criminal appeals; pertinent Attorney General's opinions; problem statutes, funding issues, and training opportunities. CASC periodically sends email alerts and requests for input from Commonwealth's Attorneys' offices. CASC maintains an on-line Resource Center allowing immediate access to Virginia specific memoranda, forms, briefs, or training materials and outlines for criminal case prosecutions.

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- *Financial Breakdown*

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Change To Base	\$0	\$0	\$0	\$0		
Service Area Total	\$70,549	\$0	\$70,549	\$0		
Base Budget	\$70,549	\$0	\$70,549	\$0		
Change To Base	\$0	\$0	\$0	\$0		
Service Area Total	\$70,549	\$0	\$70,549	\$0		

Human Resources

- *Human Resources Overview*

CASC relies on a staff of seven employees to provide its services to Virginia's prosecutors: a director, three staff attorneys, one computer systems engineer, an administrative coordinator (fiscal officer) and a program specialist. The agency has wage positions for law student interns. CASC benefits from an experienced staff possessing special skills and knowledge in the prosecution of criminal cases in Virginia and special skills administering the VCAIS system.

- *Human Resource Levels*

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Part-Time Classified (Filled)	0
Faculty (Filled)	0
Wage	2
Contract Employees	0
Total Human Resource Level	9.0

breakout of Current Employment Level

= Current Employment Level + Wage and Contract Employees

- *Factors Impacting HR*

The size of CASC staff means that a single vacancy reduces the workforce by 15%.

The age of the agency workforce is increasing - the average age of staff is 48 years.

- *Anticipated HR Changes*

Within the next five years, CASC can anticipate the potential need to replace at least one staff member because of retirement. Recruitment and training of new staff will require additional resources and will adversely affect agency

operations because of the small size of the agency.

Service Area Objectives

- Reduce criminal appeal reversals attributable to avoidable procedural errors of prosecutors.

Objective Description

This objective focuses on CASC's responsibility to provide prosecutors with timely and comprehensive information concerning changes in law in order that identified prosecutorial errors are not repeated.

Alignment to Agency Goals

- Agency Goal: Provide high quality continuing legal education training to prosecutors.

Objective Strategies

- Maintaining and expanding information dissemination methods.

Link to State Strategy

- nothing linked

Objective Measures

- Reduce criminal appeal reversals attributable to avoidable procedural errors of prosecutors.

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

Frequency Comment: Semi-annual (6 months) measurement allows time for consideration of subsequent appellate action changing ruling.

Measure Baseline Value: Date:

Measure Baseline Description: Decisions of the Virginia Court of Appeals

Measure Target Value: Date:

Measure Target Description: No reversals due to avoidable prosecutorial error is a desirable goal.

Data Source and Calculation: Review of reported Virginia Court of Appeals decisions for basis of dispositions and calculating reversals attributable to avoidable prosecutor error. A reversal based on prosecutorial conduct that was erroneous under previously established Virginia law is deemed an avoidable prosecutor error.

Service Area Strategic Plan

Commonwealth's Attorneys' Services Council (957)

3/11/2014 9:33 am

Biennium: 2010-12 ▼

Service Area 3 of 3

Administrative Services (957 326 07)

Description

CASC offers local Commonwealth's Attorneys' offices a modern case management system designed to enhance the efficiency of prosecutors' offices throughout the Commonwealth.

CASC offers Virginia prosecutors access to an on-line Resource Center of legal research and training materials.

Background Information

Mission Alignment and Authority

- *Describe how this service supports the agency mission*

CASC administers the Virginia Commonwealth's Attorneys' Information System (VCAIS), a computerized, uniform case management system intended for use in all Commonwealth's Attorneys' offices. VCAIS is designed to manage many critical functions within prosecutors' offices, including docket control, pre-trial confinement tracking, speedy trial calculation, and coordination of victim witness services. VCAIS can monitor office functions and also offers a valuable information backup opportunity.

Since 2005, CASC also has developed and maintained an on-line resource center offering prosecutors the opportunity to research collected materials including briefs, legal memoranda, form pleadings or documents, and other relevant information provided by prosecutors for prosecutors.

These services support CASC's mission to provide technical support services to Virginia's prosecutors that improve prosecutor efficiency and effectiveness in enforcing the laws of the Commonwealth.

- *Describe the Statutory Authority of this Service*

Code of Virginia § 2.2-2618: CASC duties include "coordination of technical efforts of state prosecutors;" "improv[ing] prosecutor efficiency and effectiveness;" and "obtain[ing] statistical reports from attorneys for the Commonwealth relating to their performance, function and work-load."

Customers

Agency Customer Group	Customer	Customers served annually	Potential annual customers
120 Locally elected Commonwealth's Attorneys, their Assistants and support staff	120 Commonwealth's Attorneys	50	120

Anticipated Changes To Agency Customer Base
To increase the number of jurisdictions participating the VCAIS.

Partners

Partner	Description
[None entered]	

Products and Services

- *Factors Impacting the Products and/or Services:*

[Nothing entered]

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

[Nothing entered]

- *Listing of Products and/or Services*

- CASC administers the Virginia Commonwealth's Attorneys' Information Services (VCAIS) case management system, which manages administrative functions within prosecutor's offices. VCAIS is installed and updated by

CASC's computer systems engineer.

Finance

• *Financial Overview*

The Commonwealth's Attorneys' Services Council receives general fund appropriations from the General Assembly and federal grant funds. Federal grant funds are from various sources and most require a state match. Grants are not a predictable source of funding that can be projected reliably because they are dependent upon available funds and must be applied for annually. In FY2007, CASC was awarded \$115,177 in grants (excluding state match).

• *Financial Breakdown*

	FY 2011		FY 2012	
	General Fund	Nongeneral Fund	General Fund	Nongeneral Fund
Base Budget	\$604,707	\$0	\$604,707	\$0
Change To Base	\$0	\$0	\$0	\$0
Service Area Total	\$604,707	\$0	\$604,707	\$0

Human Resources

• *Human Resources Overview*

CASC relies on a staff of seven employees to provide its services to Virginia's prosecutors: a director, three staff attorneys, one computer systems engineer, an administrative coordinator (fiscal officer) and a program specialist. The agency has wage positions for law student interns. CASC benefits from an experienced staff possessing special skills and knowledge in the prosecution of criminal cases in Virginia and special skills administering the VCAIS system.

• *Human Resource Levels*

Effective Date	7/1/2006	
Total Authorized Position level	7	
Vacant Positions	0	
Current Employment Level	7.0	
Non-Classified (Filled)	0	breakout of Current Employment Level
Full-Time Classified (Filled)	7	
Part-Time Classified (Filled)	0	
Faculty (Filled)	0	
Wage	2	
Contract Employees	0	
Total Human Resource Level	9.0	= Current Employment Level + Wage and Contract Employees

• *Factors Impacting HR*

The VCAIS case management system is not supported by VITA and one CASC employee installs and updates all Commonwealth's Attorneys' offices statewide who use VCAIS.

• *Anticipated HR Changes*

[Nothing entered]

Service Area Objectives

- Encourage all 120 Commonwealth's Attorneys' offices to adopt the VCAIS system.

Objective Description

CASC administers the Virginia Commonwealth's Attorneys' Information System (VCAIS), a computerized, uniform case management system intended for use in all Commonwealth's Attorneys' offices. VCAIS is designed to manage many critical functions within prosecutors' offices, including docket control, pre-trial confinement tracking, speedy trial calculation, and coordination of victim witness services. VCAIS can monitor office functions and also offers a valuable

information backup opportunity. CASC encourages local Commonwealth's Attorneys to install the VCAIS case management system to advance office efficiency.

Alignment to Agency Goals

- Agency Goal: Increase the number of jurisdictions participating in the VCAIS case management system.

Objective Strategies

- Provide information to Commonwealth's Attorneys concerning the benefits of VCAIS case management system. Encourage Commonwealth's Attorneys to observe demonstration of VCAIS.

Link to State Strategy

- nothing linked

Objective Measures

- To provide each Commonwealth's Attorney's office access to the Virginia Commonwealth's Attorneys' Information System

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

Frequency Comment: Data based on a calendar year.

Measure Baseline Value: Date:

Measure Baseline Description: Cumulative number of offices with VCAIS

Measure Target Value: Date:

Measure Target Description: Target describes desirable efficient use of CASC engineer available time for installations.

Data Source and Calculation: Track actual additional installations by CASC computer systems engineer as increase in cumulative number of offices.

- Increase number of Commonwealth's Attorneys' Offices With VCAIS Installed

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

Measure Baseline Value: Date:

Measure Baseline Description: 3-5 installations annually is historical average

Measure Target Value: Date:

Measure Target Description: CASC seeks to add 5 new VCAIS installations a year.

Data Source and Calculation: CASC maintains records of VCAIS installations in Commonwealth's Attorneys offices.

- Encourage all 120 Commonwealth's Attorneys' offices to access the CASC Resource Center.

Objective Description

Since 2005, CASC has maintained an on-line resource center offering prosecutors the opportunity to research collected materials including briefs, legal memoranda, form pleadings or documents, and other relevant information provided by prosecutors for prosecutors.

Alignment to Agency Goals

- Agency Goal: Increase the resources available on the Resource Center.
- Agency Goal: Increase the number of prosecutors and support staff who use the Resource Center.

Objective Strategies

- Encourage use of Resource Center by building comprehensive library of Virginia materials.

Link to State Strategy

- nothing linked

Objective Measures

- Increase number of Commonwealth's Attorneys' offices accessing the CASC Resource Center.

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

Frequency Comment: Data collected on a fiscal year.

Measure Baseline Value: Date:

Measure Baseline Description: Baseline of 0 offices in 2005.

Measure Target Value: Date:

Measure Target Description: Target describes all Commonwealth's Attorneys' offices online and accessing the Resource Center.

Data Source and Calculation: Track number of Commonwealth's Attorneys' offices that have executed Memoranda of Understanding for access to the CASC Resource Center.

- We will be prepared to act in the interest of the citizens of the Commonwealth and its infrastructure during emergency situations by actively planning and training both as an agency and as individuals.

Objective Description

This goal ensures compliance with federal and state regulations, policies and procedures for Commonwealth preparedness, as well as guidelines and best practices promulgated by the Assistant to the Governor for Commonwealth Preparedness, in collaboration with the Governor's Cabinet, the Commonwealth Preparedness Working Group, the Department of Planning and Budget and the Council on Virginia's Future. The goal supports achievement of the Commonwealth's statewide goal of protecting 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.

Alignment to Agency Goals

- Agency Goal: We will strengthen the culture of preparedness across state agencies, their employees and customers.

Objective Strategies

- The agency Emergency Coordination Officer will stay in continuous communication with the Office of Commonwealth Preparedness and the Virginia Department of Emergency Management.
- The agency will determine preparedness enhancements needed at the agency level from federal and state guidance and from comparison of current capability and then distribute funding to meet target increases.

Link to State Strategy

- nothing linked

Objective Measures

- Agency Preparedness Assessment Score

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

Measure Baseline Value: Date:

Measure Baseline Description: Agency Preparedness Assessment Results (% out of 100)

Measure Target Value: Date:

Measure Target Description:

Data Source and Calculation: The Agency Preparedness Assessment is an all-hazards assessment tool that measures agencies' compliance with requirements and best practices. The assessment has components including Physical Security, Continuity of Operations, Information Security, Vital Records, Fire Safety, Human Resources, Risk Management and Internal Controls, and the National Incident Management System (for Virginia Emergency Response Team – VERT - agencies only).

- Ensure that resources are used efficiently and programs are managed effectively, and in a manner consistent with applicable state and federal requirements.

Link to State Strategy

- nothing linked

Objective Measures

- Percent of scorecard categories marked as "meets expectations"

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

Measure Baseline Value: Date:

Measure Baseline Description: The 2009 score of the agency is 100%

Measure Target Value: Date:

Measure Target Description: Maintain 100%

Data Source and Calculation: The Management Scorecard grades agencies on six criteria. The number of cases where agency scored "Meets Expectations" divided by six yields 2009 baseline.