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21. Services: To understand the structure of each Service’s SVC Program:

a. Provide organizational charts for the Service’s SVC Program.

USA	<p>See Enclosure 10.</p> <p>ENCLOSURE 10, SVC Establishment Documents:</p> <ul style="list-style-type: none"> a. SVC Structure Slide b. Army Directive 2014-09 – Reserve Component Eligibility for the SVC Program (07 May 2014) c. Army Directive 2014-23 – Conduct of Screening and Background Checks for Individuals Who Have Regular Contact with Children in Army Programs (10 Sep 2014) d. Special Victims’ Counsel Handbook – First Edition (1 Nov 2013) e. SVC Hot Topic Information Paper (25 Sep 2014) f. SVC Information Paper (30 May 2014) g. TJAG Policy Memorandum #14-01, Special Victim Counsel (01 Nov 2013) h. Scope of Representation Letters i. Victim Impact Statement Factsheet
USAF	<p>The organizational chart for the SVC Program as of August 2014 is attached. (Atch 21.1)</p> <p>ATTACHMENT - Atch 21.1 – SVC Bases by Region</p>
USN	<p>An organizational chart for the Navy VLCP is provided in enclosure (19).</p> <p>ENCLOSURE 19: VLC Organization Chart (May 2014).</p>
USMC	<p>See enclosure (9)</p> <p>ENCLOSURE (9): VLCO Organizational Chart (17 Oct 2014)</p>
USCG	<p>See Attachments (13)-(14):</p> <p>ATTACHMENTS 13 and 14:</p> <ul style="list-style-type: none"> - Attachment (13): Organizational Chart for the Coast Guard Judge Advocate General and Chief Counsel (27 Feb 2014) - Attachment (14): Organizational Chart for Office of Member Advocacy and Legal Assistance (22 Jan 2013)

b. How are staffing decisions made for the number of SVCs and SVC offices required?

USA	<p>Individual SJAs determine the number of SVC required for their installation and assign Judge Advocates to those positions. The SVC Program Manager provides assistance to SJAs in making those determinations.</p>
USAF	<p>As of 1 October 2014, the SVC Program had a caseload of 624 clients (1141 clients</p>

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	<p>over the life of the program). With anticipated increases in client demand, the SVC Program expects a sustainable program to require 40 SVCs and 10 Special Victims' Paralegals (SVPs). The headquarters element for policy and management requires an O-6 Division Chief, a Civilian Deputy (GS-14), and an E-7. With a worldwide mission and span of control issues given the number of personnel numbers, the SVC Program assesses a need in the immediate future for three to five supervisory O-4s. The program also requires a civilian (GS-13) at the Judge Advocate General's School to formalize continued legal education and training. In determining placement of the offices, the SVC Program assessed the current client case load for each base, proximity to commercial transportation hubs and historical military justice averages to determine optimum office locations. Based on this analysis, the AF is currently in the process of moving 13 SVC offices to better meet the demand for the program.</p>
<p>USN</p>	<p>The initial manning and placement of the VLCP was based on analysis of sexual assault reports and historic military justice data establishing the number of sexual assault related charges and prosecutions across naval installations. VLC were then placed proportionally to meet anticipated mission demand from sexual assault victims. Navy VLCP and Navy JAGC leadership consistently monitor actual demand to ensure manning and placement are adequate.</p>
<p>USMC</p>	<p>The number of billets available for the Marine Corps VLCO is determined by the Table of Organization (T/O) for the Marine Corps. Twice a year, the Total Force Structure Division (TFSD) evaluates the T/O and authorizes the "manning" of those billets that the Marine Corps can afford.</p> <p>A separate organization within Headquarters, Marine Corps, the Manpower and Reserve Affairs Department (M&RA), takes the information from TFSD and assigns individuals to those billets that are purchased, a process called "staffing". Local commanders can also assign additional individuals within their control to perform certain duties, but at the expense of other duties.</p> <p>The Marine Corps has an established process for creating new billets on the T/O, a process that includes detailed justification of the need for the additional billets since they come at the expense of other billets. (One additional judge advocate means one less Marine in another occupational specialty).</p> <p>The Marine Corps VLCO was originally established based on a rough estimate of the anticipated demand for VLC services, and was approved by the Assistant Commandant of the Marine Corps. As the program moves forward, the demand signal will be evaluated and requests for additional billets on the T/O will be made as needed.</p> <p>Particular individuals are assigned to the VLCO through a coordinated process between the OIC of the VLCO and the OIC of the local Legal Services Support Section (LSSS) or Legal Services Support Team (LSST). The OIC of the LSSS/LSST identifies qualified individuals, based on experience, suitability, and temperament, to serve in VLCO billets. If the OIC LSSS and OIC VLCO cannot agree on a particular RVLC or VLC, then the matter will be forwarded to the SJA</p>

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	to CMC for resolution. The OIC of the VLCO screens those individuals and provides input to the OIC of the LSSS/LSST. The OIC and Deputy OIC of the VLCO are hand selected by the SJA to CMC.
USCG	The Coast Guard monitors the total number of pending sexual assault cases and total number of victims, and generally has a goal that the ratio not exceed thirty-five clients per SVC. To facilitate both East and West Coast cases, offices exist both in Arlington, Virginia and Alameda, California.

c. How many SVC offices are there in your Service? What support staff is assigned to SVCs, and what other support is available to them?

USA	There are 37 SJA offices that house SVCs in the Active Army. Support staff are assigned by the SJA where the SVC is stationed. The SVC receives support from the local OSJA, as well as the Legal Assistance Policy Division, OTJAG and the SVC Program Manager.
USAF	The Air Force has implemented a phased approach to establishing SVC offices. As of September 2014, SVC offices are located at 19 bases world-wide with 10 paralegals supporting those offices from regional locations. As of January 2015, the total number of SVC offices will rise to 25. These offices will support 40 SVC positions in the following locations: Joint Base Andrews, MD; Aviano AB, IT; Davis-Monthan AFB, AZ; Dyess AFB, TX; Joint Base Elmendorf-Richardson, AK; Hill AFB, UT; Hurlburt Field, FL; Kadena AB, JP; Keesler AFB, MS; Kirtland AFB, NM; JB San Antonio-Lackland, TX; JB Langley-Eustis, VA; RAF Lakenheath, UK; Little Rock AFB, AR; MacDill AFB, FL; JB Lewis-McChord, WA; JB McGuire-Dix-Lakehurst; Minot AFB, ND; Nellis AFB, NV; Peterson AFB, CO; Ramstein AB, GE; Scott AFB, IL; Seymour Johnson AFB, NC; Tinker AFB, OK; Travis AFB, CA; Vandenberg AFB, CA; United States Air Force Academy, CO; Wright-Patterson AFB, OH; and Yokota AB, JP.
USN	Navy VLC are assigned to 23 offices onboard naval installations in the United States and around the globe. Those offices include the U.S. Naval Academy; Naval District Washington; Norfolk, VA; Oceana, VA; Groton, CT; Jacksonville, FL; Mayport, FL; Pensacola, FL; Gulfport, MS; San Antonio, TX; Great Lakes, IL; San Diego, CA; Coronado, CA; Lemoore, CA; Ventura, CA; Bremerton, WA; Everett, WA; Pearl Harbor, HI; Guam; Yokosuka, Japan; Naples, Italy; Rota, Spain; and Bahrain. 10 Enlisted Yeomen have been assigned as administrative support to the VLCP. Various Divisions of the Office of the Judge Advocate General (OJAG) also support and assist VLC operations including Code 13 (Administrative Law), Code 20 (Criminal Law), Code 61 (Military Personnel), Code 62 (Reserve Affairs), Code 64 (Fiscal and Resource Services), and Code 67 (Technology, Operations, and Plans).
USMC	See enclosure (9). There are eleven VLCO offices including the headquarters element. The VLCO personnel structure currently includes 15 active duty judge advocates, one reserve judge advocate on one year ADOS orders, one civilian paralegal, eight enlisted legal services specialists, two AVLCO, and two drilling reserve judge advocates assigned to the VLCO Individual Mobilization Augmentee Detachment. VLCO office locations are staffed as follows:

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	<p>VLCO Headquarters – HQMC, Arlington, VA</p> <ul style="list-style-type: none"> - OIC (O-6/Col), Deputy OIC (O-4/Maj), and Paralegal (Civilian) - Other support: IMA-Det OIC (O-5/LtCol) and Reserve VLC (O-3/Capt) <p>National Capital Region (NCR)</p> <ul style="list-style-type: none"> - MCB Quantico, VA: RVLC (O-4/Maj), 1 VLC (O-3/Capt), and 1 Legal Services Specialist (E-5/Sgt) <p>Eastern Region</p> <ul style="list-style-type: none"> - Camp Lejeune, NC: RVLC (O-4/Maj), 2 VLC (O-3/Capt), and 1 Legal Services Specialist (E-5/Sgt) - MCAS Cherry Point, NC: 1 VLC (Reserve O-3/Capt until Jan 2015) - MCRD Parris Island, SC: 1 VLC (O-3/Capt), and 1 Legal Services Specialist (E-4/Cpl) <p>Western Region</p> <ul style="list-style-type: none"> - MCB Camp Pendleton, CA: RVLC (O-4/Maj), 1 VLC (O-3/Capt), 1 Legal Services Specialist (E-5/Sgt), and 1 AVLC (O-3/Capt) - MCAS Miramar, CA: 1 VLC (O-3/Capt), and 1 Legal Services Specialist (E-4/Cpl) - 29 Palms, CA: 1 VLC (O-3/Capt), and 1 Legal Services Specialist (E-4/Cpl) <p>Pacific Region</p> <ul style="list-style-type: none"> - MCB Camp Foster, Okinawa, Japan: RVLC (O-4/Maj), 1 VLC (O-3/Capt), and 1 Legal Services Specialist (E-5/Sgt) - Other support: 1 Auxiliary VLC (O-3/Capt) at MCAS Iwakuni - MCB Kaneohe Bay, HI: 1 VLC (O-3/Capt) and 1 Legal Services Specialist (E-4/Cpl) <p>ENCLOSURE(9): VLCO Organizational Chart (17 Oct 2014)</p>
USCG	<p>As mentioned above, two SVC offices exist in the Coast Guard. Currently an E-6 yeoman provides support to the program out of the East Coast office. If additional support is necessary, requests can be made to the Office of Legal Policy and Program Development.</p>

d. Describe the reporting structure and organization of your Service’s SVC Program. Please describe the rationale for the employing this structure.

USA	<p>Special Victim Counsel are assigned to individual Legal Assistance Offices and are supervised by the Chief of Legal Assistance and the SJA. Special Victim Counsel are employed as both SVC and Legal Assistance Counsel, and a significant portion of their workload includes Legal Assistance. This process allows our SVCs to serve the largest number of clients, both Legal Assistance and Military Justice. A stove pipe structure would require SVCs to serve in supervisory roles, limiting the number of clients they could assist.</p>
USAF	<p>SVPs report directly to assigned SVCs. SVCs currently report directly to the SVC Program Chief. The SVC Program Chief reports to the Community Legal Services Director. The Community Legal Services Director reports to the Air Force Legal</p>

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	<p>Operations Agency Commander. The Air Force Legal Operations Agency Commander reports to TJAG. SVCs operate similarly to Area Defense Counsel in that they are in a separate chain-of-command from Convening Authorities and base legal offices.</p> <p>The Community Legal Services Director oversees three Divisions, all of which provide legal assistance services to individual eligible clients. We determined the SVC Program most appropriately aligned with the Community Legal Services mission of providing legal assistance services to clients.</p>
USN	<p>Navy VLC are divided into 5 regions, VLC within each region report to a more senior Officer-in-Charge (OIC), who in turn report to the VLC Deputy Chief of Staff and Chief of Staff. The VLC Chief of Staff reports directly to Commander, Naval Legal Service Command (CNLSC), who reports to the Judge Advocate General of the Navy. Division of VLC into more specific regions closely aligns with both the Naval Legal Service Command (NLSC) and Navy Region models and affords greater management of the program and heightened opportunities for individual mentoring, training, and guidance, as well as improved oversight and management of the larger VLC mission. VLC OICs monitor and support the operations of their subordinates while ensuring standardized program policies are implemented in their regions. OICs report directly to the VLC Deputy Chief of Staff for guidance, mentoring and oversight; who in turn seeks guidance and mentoring from the VLC Chief of Staff for successful program execution. This process is completed by overall management, supervision, and mentoring by CNLSC. Supervision by CNLSC is consistent with his oversight of other primary legal support missions including Navy legal assistance, defense counsel services, and government/trial counsel services. The Navy VLCP operates independently of other legal services. This structure allows the greatest utilization of VLCs and the most efficient use of the respective OIC's knowledge and experience. In addition, by modeling the VLC along similar regions as the NLSC and Navy Region models, the VLC program is better able to utilize assets within established regions.</p>
USMC	<p>An Officer in Charge (OIC) (O-6 Judge Advocate) located at Headquarters, U.S. Marine Corps (HQMC), leads the VLCO and is responsible for the supervision of Marine Corps Victims' Legal Counsel and the delivery of victims' legal counsel services throughout the Marine Corps. The OIC VLCO works directly for the Staff Judge Advocate to the Commandant of the Marine Corps (SJA to CMC).</p> <p>The VLCO operates under the supervision of, and is responsible and accountable to, the OIC, VLCO for the delivery of victims' legal counsel services throughout the Marine Corps. The VLCO is functionally independent and under the operational control of the OIC, VLCO. "Operational control" is the authority to perform those functions of leadership over subordinate counsel involving their organization and employment, assigning tasks, designating goals and objectives, and giving authoritative direction necessary to accomplish the mission. Operational control includes authoritative direction over all aspects of VLCO operations and training necessary to accomplish the mission, with the exception of case-specific decisions made by individual victims' legal counsel consistent with their ethical obligations to</p>

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	<p>their clients.</p> <p>The rationale for this structure is that the VLCO and all VLC must be independent of unlawful pressure and influence and therefore are autonomous. A Marine VLC must exhibit unfettered loyalty and professional independence in representing his or her client, and is ultimately responsible for acting in the client’s best interest. A Marine VLC’s primary duty is to provide zealous, ethical, and effective representation to Marines and other eligible victims</p>
USCG	<p>In the West Coast office, 2 O-3s report to an O-4 branch chief. The O-4 branch chief reports to the GS-15 program manager who in turn reports to the Deputy Judge Advocate General. In the East Coast office, the 2 O-3s report directly to the GS-15 program manager. Given the number and location of Coast Guard courts-martial, this structure provides optimal support and oversight while minimizing the expected amount of travel.</p>

e. Who rates or evaluates the duty performance of SVCs? What criteria are used to evaluate the performance of individual SVCs?

USA	<p>Special Victim Counsel are rated by the Chief, Legal Assistance Office, the Deputy Staff Judge Advocate, and the SJA at the installation they are assigned. The SVCs are evaluated the same as any other Judge Advocate assigned to the OSJA in accordance with Army Regulation 623-3, Evaluation Reporting System, http://www.apd.army.mil/pdf/efiles/r623_3.pdf and Department of the Army Forms 67-10-1 (Company Grade) and 67-10-2 (Field Grade), Officer Evaluation Report. See http://www.apd.army.mil/pdf/efiles/r623_3.pdf, http://www.apd.army.mil/pub/eforms/pdf/a67_10_1.pdf, and http://www.apd.army.mil/pub/eforms/pdf/a67_10_2.pdf.</p>
USAF	<p>Currently, the SVC Program Chief rates all SVCs. In January 2015, we anticipate three supervisory O-4s to be assigned to the SVC Program. These O-4s will then serve as the rater for the SVCs in their region, with the SVC Program Chief serving as the additional rater. Raters follow the guidelines established in AFI 36-2406, <i>Officer and Enlisted Evaluation System</i>, when rating SVCs. The evaluation focuses on performance, including how well the individual does his or her job, the qualities the individual brings to the job, and the officership of the SVC.</p>
USN	<p>The VLC Chief of Staff rates and evaluates the performance of all subordinate VLC personnel. VLC and YNs are evaluated in accordance with standard Navy Officer Fitness Report and Enlisted Evaluation procedures contained in BUPERSINST 1610.10C (http://www.public.navy.mil/bupersnpc/reference/instructions/BUPERSInstructions/Documents/1610.10C.pdf including rating of professional expertise, command climate/equal opportunity, military bearing, teamwork, mission accomplishment/initiative, and leadership. The VLC Chief of Staff is rated and evaluated by CNLSC pursuant to the same process.</p>
USMC	<p>The OIC, VLCO rates and evaluates the duty performance of all RVLC, VLC, and support personnel. The performance evaluation of each of these judge advocates and uniformed support personnel is conducted in accordance with the Marine Corps</p>

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	<p>Performance Evaluation System (PES), MCO P1610.7F, http://www.marines.mil/Portals/59/Publications/MCO%20P1610.7F%20W%20CH%201-2.pdf.pdf</p> <p>The SJA to CMC is the reporting senior and reviewing officer for the OIC, VLCO and the Reviewing Officer for the Deputy OIC VLCO and each of the four RVLC.</p>
USCG	The evaluation and/or rating of Coast Guard SVC is accomplished using the existing officer evaluation process.

f. Where are SVC offices physically located (e.g., within SJA legal office, in a multi-disciplinary center, within the FAP office, etc.) on Service installations or in different environments (e.g., joint bases, deployed environments)?

USA	Special Victim Counsel are physically located within the Legal Assistance Office, OSJA. Depending on the installation, some Legal Assistance offices are co-located with the installation SJA, while others are located in buildings with other Soldier and family support organizations such as Claims, Finance, Housing, and Army Community Services.
USAF	The actual physical location varies from installation to installation. Locations vary from co-location with SARC offices, multi-disciplinary facilities, and stand-alone facilities.
USN	Most VLC offices are located in close proximity to local SARC and VA offices to afford easy access and availability for victims. These offices are typically located in the installation Fleet & Family Support Center (FFSC) or a similar multi-function, multi-tenant structure providing support services to base personnel. In the few locations where VLC placement in the FFSC was not possible, VLC are located as closely to these personnel and fellow victim-support providers as possible.
USMC	<p>The physical location of each office varies depending on availability of space at the local installation, specifically:</p> <p>The following VLCO offices are co-located with local Legal Services Support Sections (LSSS):</p> <ul style="list-style-type: none"> - MCB Camp Lejeune, NC - MCB Camp Pendleton, CA - MCAS Miramar, CA - MCB Kaneohe Bay, HI - MCAS Cherry Point, NC - MCRD Parris Island, SC <p>The following VLCO offices are co-located with Marine Corps Legal Assistance Offices:</p> <ul style="list-style-type: none"> - VLCO Headquarters (Temporary/Awaiting Permanent Spaces at HQMC) - MCAS Iwakuni, Japan (Auxiliary VLC dual-hatted as Legal Assistance Officer)

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	<p>The following VLCO offices co-located with SAPR offices:</p> <ul style="list-style-type: none">- MCB Quantico, VA- 29 Palms, CA <p>The following VLCO office is co-located Navy Marine Corps Relief Society and Red Cross:</p> <ul style="list-style-type: none">- MCB Camp Foster, Okinawa, Japan
USCG	<p>The East and West coast SVC offices both enjoy private offices. The West coast office is located in close proximity to SJAs for several West Coast commands. The East Coast office is located in close proximity to the Coast Guard's Personnel Service Command.</p>