Administration Division
Municipal Attorney's Office
Anchorage: Performance. Value. Results.

Purpose

Chief legal counsel to the MOA including the Mayor, Assembly, and all executive, departments, agencies, boards and commissions.

Supervise and control all civil and criminal legal services performed by the department and contract counsel for MOA.

Core Services

- Budgetary management
- Staff supervision
- Program and policy oversight

Accomplishment Goals

Maintain high quality, efficient production of legal services through low turnover rate of professional staff, and successful completion by attorneys of subject matter training/continuing legal education.

Performance Measures

Progress in achieving goals will be measured by:

Measure #1: Turnover rate equal to or less than that in government sector legal offices of similar situation.

	Criminal	Criminal %	Civil/AHO	Civil/AHO %	Retirement %
2007	2/15	13%	2/12	17%	25%
2008	2/15	13%	1/12	8%	0%
2009	2/15	13%	1/11	9%	0%
2010	3/14	21%	1/11	9%	25%
2011 YTD	4/16	25%	3/11	27%	43%
2012 proj.	3/16	19%	1/11	9%	25%

Turnover Rate: National average is 19.5% of which contributing factors are pay, benefits, and student loans. Retirements are indicated as a separate percentage.

Measure #2: Percent of professional staff that complete at least 9 Continuing Legal Education credits each year, with a goal of 50%.

	2009	**2010**	**2011 YTD**	**2012 proj.**
Total Credits	311	369	142	350
# of Attorneys	22	24	27	27
Average Credits	14.14	15.38	5.26	12.96
% Greater than 9	100%	100%	58%	70%

Continuation Legal Education (9 credits) completion percentage – Goal is 50%

Measure #3: **Percent of professional staff that complete at least 6 Continuing Legal Education credits per year in their core practice areas, not including required ethics training, with a goal of 100%.**

CLE (3 credits) completion percentage – goal is 100%

	2009	**2010**	**2011 YTD**	**2012 proj.**
Total Credits	245	297	142	280
# of Attorneys	22	24	27	27
Average Credits	11.14	12.38	5.26	10.37
% Greater than 6	100%	100%	58%	70%

CLE – 6 credit average without ethics

Civil Division
Municipal Attorney's Office
Anchorage: Performance. Value. Results.

Purpose
Provide legal counsel, support, and advice on specific legislation, the Municipal Code, Charter, legislative procedures, and the responsibilities and authority of the Municipality. Represent the Municipality and its officials and employees in civil litigation.

Direct Services
- Provide opinions and code revisions
- Conduct civil litigation

Accomplishment Goals
- Low incidence of remand or reversal on appeal

Performance Measures
Progress in achieving the goal shall be measured by:

Measure #4: Number of matters remanded or reversed on appeal.

Appeal rate of remand or reversal

	Lit Only	Appeals	Rem/Rev	w/ NonLit	Appeals	Rem/Rev
2008	5/106	5%	0%	5/215	2%	0%
2009	6/93	7%	0%	6/204	3%	0%
2010	2/91	2%	0%	2/352	1%	0%
2011 YTD	0/52	0%	0%	0/114	0%	0%
2012 proj.	2/97	2%	0%	2/220	1%	0%

Administrative Hearing Office
Municipal Attorney's Office
Anchorage: Performance. Value. Results.

Purpose

Provide for the adjudication of certain Municipal Code violations and conduct hearings on certain appeals of administrative actions of Municipal Agencies within the scope of its jurisdiction established by the code.

Direct Services

- Adjudicate matters.
- Conduct hearings, if requested.

Accomplishment Goals

- Low incidence of remand or reversal on appeal
- Improve timeframe between hearing and decision

Performance Measures

Progress in achieving goals shall be measured by:

Measure #5: **Percent of matters appealed and remanded or reversed on appeal, as a percentage of total active matters within the fiscal year.**

Appeal rate of remand or reversal

	Hearings	**Appeal**	**Rem/Rev**
2008	3/223	1.30%	0.40%
2009	5/198	2.50%	0.00%
2010	3/157	1.90%	0.00%
2011 YTD	1/83	1.20%	0.00%
2012 proj.	3/192	1.60%	0.00%

Measure #6: **Percent of decisions rendered within code authorized number of days of their hearings (10, 20, 45 days depending on type*).**

	10 days	**% in 10 days**	**20 days**	**% in 20 days**	**45 days**	**% in 45 days**
2009	112/174	70%	22/22	100%	0/2	0%
2010	91/126	72%	30/30	100%	1/1	100%
2011 YTD	41/53	77%	28/28	100%	1/2	50%
2012 proj.	120/150	80%	40/40	100%	2/2	100%

* 45 days is DHHS; 20 days is Animal Control; 10 days is everything else

Criminal Division
Municipal Attorney's Office
Anchorage: Performance. Value. Results.

Purpose
Prosecute misdemeanor and traffic offenses under the Anchorage Municipal Code.

Division Direct Services
- Assist\advise Anchorage Police Department (APD) regarding warrants, DV arrests, and related investigatory matters.
- Prosecute cases initiated by APD or transferred from State.
- Pursue or defend motions and appeals from trial courts.
- Assist crime victims through witness coordination, notice regarding proceedings, and restitution.

Accomplishment Goals
- Improved conviction rate to deter crime and punish offenders.

Performance Measures
Progress in achieving goals will be measured by:

Measure #7: Percentage of open cases at the end of the reporting period.

Measure #8: Percentage of declines at the end of the reporting period.

Measure #9: Percentage of dismissals at the end of the reporting period.

Measure #10: Percentage of cases that result in conviction.

JustWare Database

	2007	2008	2009	2010	2011*
Open	944	1,574	3,263	3,308	3,600
Declines	1,865	3,496	3,636	3,321	4,000
Dismissed	4,521	3,680	3,136	3,052	2,900
Adjudicated	6,889	5,922	4,766	4,564	4,600
Reduced	397	514	371	220	390
Not Guilty	17	5	5	3	5
Disposition per Statute	14,633	15,191	15,177	14,468	15,495

*Projections

Percentages

		2007	2008	2009	2010	2011*
Open	**PM 7**	6.45%	10.36%	21.50%	22.86%	23.23%
Declines	**PM 8**	12.75%	23.01%	23.96%	22.95%	25.81%
Dismissals	**PM 9**	30.90%	24.22%	20.66%	21.09%	18.72%
Conviction	**PM 10**	49.79%	42.37%	33.85%	33.07%	32.20%
Not Guilty		0.12%	0.03%	0.03%	0.02%	0.03%
		100.00%	100.00%	100.00%	100.00%	100.00%

*Projections

Measure #11: **Number of motions filed during the reporting period**

TBD August 2011

Measure #12: **Percentage of cases adjudicated via trial during the reporting period**

TBD August 2011

Measure #13: **Number of petitions to revoke probation (PTR) filed during the reporting period**

TBD August 2011

Measure #14: **Number of crime victims contacted for court proceedings and assisted with restitution requests**

TBD August 2011

Measure #15: **Number of Domestic Violence cases received during the reporting period**

TBD August 2011

Administration Division
Municipal Attorney's Office

Measure #1: Turnover rate equal to or less than that in government sector legal offices of similar situation.

Type
Effectiveness

Accomplishment Goal Supported
Maintain high quality, efficient production of legal services through low turnover rate of professional staff, and successful completion by attorneys of subject matter training/continuing legal education.

Definition
The measure reports the turnover rate of professional staff. A low turnover rate results in both high quality and efficient legal work. Retirement as a percentage of turnovers is also reflected.

Data Collection Method
Track turnover rate

Frequency
Quarterly

Measured By
The information will be generated by Admin staff and research with comparable agencies\national statistics.

Reporting
Quarterly

Used By
The Municipal Attorney will use this information as one tool in seeing if adjustments to personnel or work flow need to be made.

Administration Division
Municipal Attorney's Office

Measure #2: Percent of professional staff that complete at least 9 Continuing Legal Education credits each year, with a goal of 50%.

Type

> Effectiveness

Accomplishment Goal Supported

> Maintain high quality, efficient production of legal services through successful completion of subject matter training\continuing legal education.

Definition

> The measure reports shows completed CLE credits professional staff. On-going education keeps the professional staff abreast of current trends.

Data Collection Method

> Maintain records for each attorney's completion of CLE and other professional training opportunities.

Frequency

> As courses are taken and reported.

Measured By

> The information will be maintained within a department wide spreadsheet by the professional staff's assistant.

Reporting

> Quarterly

Used By

> The Municipal Attorney will use this information to see if professional staff is staying current regarding legal issues.

Performance Measure Methodology Sheet
Administration Division
Municipal Attorney's Office

Measure #3: Percent of professional staff that complete at least 6 Continuing Legal Education credits each year in their core practice areas, not including required ethics training, with a goal of 100%.

Type
> Effectiveness

Accomplishment Goal Supported
> Maintain high quality, efficient production of legal services through successful completion of subject matter training\continuing legal education.

Definition
> The measure reports shows completed CLE credits professional staff. Ongoing education keeps the professional staff abreast of current trends.

Data Collection Method
> Maintain records for each attorney's completion of CLE and other professional training opportunities.

Frequency
> As courses are taken and reported.

Measured By
> The information will be maintained within a department wide spreadsheet by the professional staff's assistant.

Reporting
> Quarterly

Used By
> The Municipal Attorney will use this information to see if professional staff is staying current regarding legal issues.

Measure #4: Number of matters remanded or reversed on appeal.

Type
> Effectiveness

Accomplishment Goal Supported
> Low incidence of remand or reversal on appeal

Definition
> The measure tracks appeal type compared to total active matters. A low incidence of remand or reversal on appeal is beneficial to the city.

Data Collection Method
> Case Management System tracks all matters, including appeals of administrative decisions and other civil litigation. Report generator will be modified to include Disposition on Appeal (won, lost, remand) to track results.

Frequency
> The information will be captured in the data system as cases are decided.

Measured By
> The information will be generated by a report within Civil's case management system.

Reporting
> Quarterly

Used By
> The Municipal Attorney will use this information to gage if adjustments to litigation personnel or work flow need to be made.

Measure #5: Percentage of matters appealed and remanded or reversed on appeal, as a percentage of total active matters within the fiscal year.

Type

Effectiveness

Accomplishment Goal Supported

Low incidence of remand or reversal on appeal

Definition

The measure tracks appeal type compared to total active matters. A low incidence of remand or reversal on appeal is beneficial to the city.

Data Collection Method

Case Management System tracks all Matters, including appeals of administrative decisions and. Report generator will be modified to include Disposition on Appeal (won, lost, remand) to track results.

Frequency

The information will be captured in the data system as cases are decided.

Measured By

The information will be generated by a report within Civil's case management system.

Reporting

Quarterly

Used By

The Municipal Attorney will use this information to gage if adjustments to litigation personnel or work flow need to be made.

Administrative Hearing Office
Municipal Attorney's Office

Measure #6: Percent of decisions rendered within code authorized number of days of their hearings (10, 20, 45 days depending on type).

Type

Effectiveness

Accomplishment Goal Supported

Improve timeframe between hearing and decision.

Definition

The measure tracks how fast decisions are rendered after hearing. Timely decisions tend to increase citizen satisfaction with the process.

Data Collection Method

Case Management System tracks all Matters, including hearings and decisions. Report generator will be modified to include time measure to track results.

Frequency

The information will be captured in the data system as cases are decided.

Measured By

The information will be generated by a report within AHO's case management system.

Reporting

Quarterly

Used By

The Municipal Attorney will use this information to gage if adjustments need to be made.

Criminal Division
Municipal Attorney's Office

Measure #7: Percentage of open cases at the end of the reporting period.

Type
> Effectiveness

Accomplishment Goal Supported
> Maintain a high conviction rate to deter crime and punish offenders.

Definition
> Open = all non adjudicated criminal cases; including pending screening, pending arraignment, pre-trial status, bench warrant, arrest warrant, deferred prosecution and Pre-Trial Diversion active

Data Collection Method
> Case Management System reporting

Frequency
> The information will be captured in the data system as cases are decided.

Measured By
> The information is generated by a report within Criminal's case management system.

Reporting
> Quarterly

Used By
> The Municipal Attorney will use this information as one tool in seeing if adjustments to personnel or work flow need to be made.

Criminal Division
Municipal Attorney's Office

Measure #8: Percentage of declines at the end of the reporting period.

Type
Effectiveness

Accomplishment Goal Supported
Maintain a high conviction rate to deter crime and punish offenders.

Definition
Decline = Prosecution Declined, transfer to State or Pre-Charging Services completion

Data Collection Method
Case Management System reporting

Frequency
The information will be captured in the data system as dispositions are decided.

Measured By
The information is generated by a report within Criminal's case management system.

Reporting
Quarterly

Used By
The Municipal Attorney will use this information as one tool in seeing if adjustments to personnel or work flow need to be made.

Measure #9: Percentage of dismissals at the end of the reporting period.

Type

Effectiveness

Accomplishment Goal Supported

Maintain a high conviction rate to deter crime and punish offenders.

Definition

Dismissal = dismissal by Court, dismissal by prosecution, and PTD complete, Transfer to State

Data Collection Method

Case Management System reporting

Frequency

The information will be captured in the data system as dispositions are decided.

Measured By

The information is generated by a report within Criminal's case management system.

Reporting

Quarterly

Used By

The Municipal Attorney will use this information as one tool in seeing if adjustments to personnel or work flow need to be made.

Criminal Division
Municipal Attorney's Office

Measure #10: Percentage of closed cases that result in conviction.

Type
> Effectiveness

Accomplishment Goal Supported
> Improved conviction rate to deter crime and punish offenders.

Definition
> Closed Case = Cases from Change of Plea hearing or Trial

Data Collection Method
> Case Management System reporting

Frequency
> The information will be captured in the data system as cases are decided.

Measured By
> Percentage change in the conviction rate at the end of the reporting period

Reporting
> Quarterly

Used By
> The Municipal Attorney will use this information to measure successful prosecution.

Criminal Division
Municipal Attorney's Office

Measure #11: Number of motions filed during the reporting period.

Type

Effectiveness

Accomplishment Goal Supported

Maintain a high conviction rate to deter crime and punish offenders.

Definition

Filed = Responses to motions filed by defense resulting in defense motion granted, defense motion denied and other resolution

Data Collection Method

Case Management System reporting

Frequency

The information will be captured in the data system as cases are decided.

Measured By

The information is generated by a report within Criminal's case management system.

Reporting

Quarterly

Used By

The Municipal Attorney will use this information as one tool in seeing if adjustments to personnel or work flow need to be made.

Criminal Division
Municipal Attorney's Office

Measure #12: Percentage of cases adjudicated via trial during the reporting period.

Type
> Effectiveness

Accomplishment Goal Supported
> Maintain a high conviction rate to deter crime and punish offenders.

Definition
> Trial = Bench or jury trials that resulted in guilty, not guilty, guilty of a lesser charge, hung jury, and mistrial

Data Collection Method
> Case Management System reporting

Frequency
> The information will be captured in the data system as cases are decided.

Measured By
> The information is generated by a report within Criminal's case management system.

Reporting
> Quarterly

Used By
> The Municipal Attorney will use this information as one tool in seeing if adjustments to personnel or work flow need to be made.

Measure #13: Number of petition to revoke probation (PTR) filed during the reporting period.

Type

Effectiveness

Accomplishment Goal Supported

Maintain a high conviction rate to deter crime and punish offenders.

Definition

PTR = petition to revoke probation for failure to comply with conditions of probation

Data Collection Method

Case Management System reporting

Frequency

The information will be captured in the data system as cases are decided.

Measured By

The information is generated by a report within Criminal's case management system.

Reporting

Quarterly

Used By

The Municipal Attorney will use this information as one tool in seeing if adjustments to personnel or work flow need to be made.

Measure #14: Number of crime victims contacted for court proceedings and assisted with restitution request.

Type
> Effectiveness

Accomplishment Goal Supported
> Maintain a high conviction rate to deter crime and punish offenders.

Definition
> Crime victims contacted for participation at hearings, community referrals, and assistance with restitution

Data Collection Method
> Case Management System reporting

Frequency
> The information will be captured in the data system as cases are decided.

Measured By
> The information is generated by a report within Criminal's case management system.

Reporting
> Quarterly

Used By
> The Municipal Attorney will use this information as one tool in seeing if adjustments to personnel or work flow need to be made.

Measure #15: Numberof Domestic Violence cases received during the reporting period.

Type
> Effectiveness

Accomplishment Goal Supported
> Maintain a high conviction rate to deter crime and punish offenders.

Definition
> Domestic Violence cases = Assault DV, MDP, Family Violence, DDCE, child neglect and child abuse. Cases declined, dismissed, adjudicated, and trials

Data Collection Method
> Case Management System reporting

Frequency
> The information will be captured in the data system as cases are decided.

Measured By
> The information is generated by a report within Criminal's case management system.

Reporting
> Quarterly

Used By
> The Municipal Attorney will use this information as one tool in seeing if adjustments to personnel or work flow need to be made.