
Administration
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.

	<u>Criminal</u>	<u>Criminal %</u>	<u>Civil</u>	<u>Civil %</u>
2007	2/15	13%	2/12	17%
2008	2/15	13%	1/12	8%
2009	2/15	13%	0/11	0%
2010	3/14	21%	2/11	18%
2011	projection	14%	projection	17%

Turnover Rate: National average is 19.5% of which contributing factors are pay, benefits, and student loans

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 Projected
Total Credits	311	369	390
# of Attorneys	22	24	26
Average Credits	14.14	15.38	15.00
% Greater than 9	100%	100%	100%

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

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

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

	2009	2010	2011 Projected
Total Credits	245	297	312
# of Attorneys	22	24	26
Average Credits	11.14	12.38	12.00
% Greater than 3	100%	100%	100%

CLE – 3 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.
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Appeal rate of remand or reversal

	<u>Lit Only</u>	<u>Appeals</u>	<u>Rem/Rev</u>	<u>w/ NonLit</u>	<u>Appeals</u>	<u>Rem/Rev</u>
2007	6/74	8%	0%	6/237	3%	0%
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	projection	6%	0%	projection	4%	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

	<u>Hearings</u>	<u>Appeal</u>	<u>Rem/Rev</u>
2007	4/210	1.90%	0.00%
2008	3/223	1.30%	0.40%
2009	5/198	2.50%	0.00%
2010	3/157	1.90%	0.00%
2011*	4/210	1.90%	0.00%

*projection

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 Proj	130/150	87%	20/20	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 appeals from trial courts.
- Assist 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: Percentage of convictions sustained on appeal during the reporting period.

Prosecution Appeal Rate of Remand / Reversal

	<u>Cases</u>	<u>Appeal</u>	<u>Rem/Rev</u>
2007	6/14,633	0.00%	0.00%
2008	0/15,191	0.00%	0.00%
2009	1/15,177	0.00%	0.00%
2010*	0/14,468	0.00%	0.00%
2011*	2/15,495	0.00%	0.00%

*projection

Performance Measure Methodology Sheet
Administration
Municipal Attorney's Office

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

Effectiveness

Accomplishment Goal Supported

Maintain high quality, efficient production of legal services through low turnover rate of professional staff

Definition

The measure reports the turnover rate of professional staff. A low turnover rate results in both high quality and efficient legal work.

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.

Performance Measure Methodology Sheet
Administration
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
Municipal Attorney's Office

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

Performance Measure Methodology Sheet
Civil Division
Municipal Attorney's Office

Measure #4: Number of matters remanded or reversed on appeal.
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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 gauge if adjustments to litigation personnel or work flow need to be made.

Performance Measure Methodology Sheet
Civil Division
Municipal Attorney's Office

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.

Performance Measure Methodology Sheet
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 gauge if adjustments need to be made.

Performance Measure Methodology Sheet
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 = Active, Bench Warrant, Arrest Warrant, Pending Arraignment, Pending Screening, PTD 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.

Performance Measure Methodology Sheet
Civil 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 = Decline by Prosecution, 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.

Performance Measure Methodology Sheet
Civil Division
Municipal Attorney's Office

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 = Rule 11 agreement, Dismissal by Court, Dismissal by Prosecution, Deferred, 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.

Performance Measure Methodology Sheet
Civil Division
Municipal Attorney's Office

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

Effectiveness

Accomplishment Goal Supported

Improved conviction rate to deter crime and punish offenders.

Definition

Percentage of convictions as a measure of total cases taken (not including those declined or dismissed)

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.

Performance Measure Methodology Sheet
Civil Division
Municipal Attorney's Office

Measure #11: Percentage of convictions sustained on appeal during the reporting period.
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Type

Effectiveness

Accomplishment Goal Supported

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

Definition

A convicted defendant can appeal the decision. The measure tracks the percentage of convictions sustained during this process.

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.