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	Civil %	Retirement %
2013	2/16	12.5%	1/11	9%	0%
2014	2/16	12.5%	2/11	0%	18%
2015	1/16	6.3%	1/11	9.1%	0%
2016 2nd	1/15	6.7%	0/12	0%	0%

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%.

	2013	2014	2015	2016 2nd
Total Credits	243	224	240	135
# of Attorneys	27	27	27	27
Average Credits	9.00	8.3	8.9	5.0
% Greater than 9	100%	100%	99%	56%

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%

	2013	2014	2015	2016 2nd
Total Credits	162	143	159	81
# of Attorneys	27	27	27	27
Average Credits	6.0	5.3	5.9	0.0
% Greater than 6	100%	100%	98%	50%

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
2013	3/103	3%	0%	3/251	1%	0%
2014	0/92	0%	0%	0/256	0%	0%
2015	0/83	0%	0%	0/230	0%	0%
2016 2nd	7/25	28%	0%	7/96	7.3%	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**
2013	0/103	0.0%	0.0%
2014	0/112	0.0%	0.0%
2015	1/60	0.0%	1.6%
2016 2nd	3/27	11.11%	3.7%

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**
2013	68/68	100%	32/32	100%	3/3	100%
2014	43/43	100%	67/67	100%	2/2	100%
2015	30/30	100%	28/28	100%	2/2	100%
2016 2nd	12/12	100%	15/15	100%	0/0	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: Opened cases

Measure #8: Declined cases

Measure #9: Dismissed cases

Measure #10: Closed/Probation cases

Measure #11: Response to defense

Measure #12: Trial cases

Measure #13: Probation Violations Filed

Measure #14: Victim Contact (all cases)

Measure #15: Domestic Violence counts

Measure #16: Minor Offense (violations) new for 2016

		Performance Measures	2015	2016 2nd	2017	2018
PM	7	Open	5363	3561		
PM	8	Declined	1651	853		
PM	9	Dismissals	1292	688		
PM	10	Closed/Probation	4122	4680		
PM	11	Response to defense				
		Motions Granted	31	24		
		Motions Denied	5	3		
		Motions Open	21	15		
		Withdrawn	4	0		
		Appeals Upheld	6	2		
		Appeals Withdrawn by Defense	3	0		
		Appeals Open	13	2		
PM	12	Trial CASES	14	11		
		Outcome by count: Guilty	44	14		
		Outcome by count: Not Guilty	16	26		
		Outcome by count: Hung Jury	3	0		
PM	13	Probation Violations Filed	1034	678		
PM	14	Victim Contact (all cases)	3127	1613		
PM	15	Domestic Violence counts	2832	1407		
PM	16	Minor Offenses (violations)		94		

Cases Received	2015	2016 2nd	2017	2018
Domestic Violence Unit	2,063	1,066		
General Trial Unit	7,121	1,407		
Minor Offense &Traffic	37	94		
Total cases by Quarter	9,221	4,285	-	-

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.

Administration Division
Municipal Attorney's Office

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%.

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.

Administrative Hearing Office
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.

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.

Performance Measure Methodology Sheet
Criminal Division
Municipal Attorney's Office

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

Type
Effectiveness in determining overall count of cases received and accepted for prosecution, as well as age of case and/or caseload.

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

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

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

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
Criminal Division
Municipal Attorney's Office

Measure #8: Declines at the end of the reporting period.

Type
Effectiveness in managing resources and maintaining an acceptable volume of declines for prosecution.

Accomplishment Goal Supported
Effective and reasonable workload management.

Definition
Decline = Prosecution Declined or 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 #9: Dismissals at the end of the reporting period.

Type
Effectiveness, assessing if prosecution is likely at intake versus post-charging

Accomplishment Goal Supported
Minimize post-charging dismissals in favor of pre-charging declines.

Definition
Dismissal = dismissal by Court, dismissal by prosecution, PTD complete, Transfer to State after charged.

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

Type
> Effectiveness of prosecution resulting in conviction.

Accomplishment Goal Supported
> Effective caseload management resulting in a high rate of conviction.

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 in defending law enforcement and prosecution action from motions to suppress or dismiss; effectively advocating for court actions at the request of prosecution.

Accomplishment Goal Supported
> Maintain a high rate of success at motion practice which allows criminal cases to proceed to conviction.

Definition
> Filed = Motions initiated by prosecution and 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 to measure successful prosecution.

Performance Measure Methodology Sheet
Criminal Division
Municipal Attorney's Office

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

Type
> Effectiveness at maintaining a manageable rate of trial work for the caseload.

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

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.

Performance Measure Methodology Sheet
Criminal Division
Municipal Attorney's Office

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

Type
Effectiveness at keeping offenders accountable while on non-monitored misdemeanor probation.

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

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.

Criminal Division
Municipal Attorney's Office

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

Type

Effectiveness at complying with constitutional and statutory obligations for victim contact and restitution.

Accomplishment Goal Supported

Consistently contact victims as required and provide effective notice of and assistance with the restitution process.

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.

Criminal Division
Municipal Attorney's Office

Measure #15: Break down of domestic violence cases received during the reporting period.

Type
> Effectiveness of caseload management and resource allocation based on case complexity and staffing needs.

Accomplishment Goal Supported
> Maintain sufficient staffing and support of the domestic violence unit to enable effective prosecution of offenders and to deter future criminal conduct.

Definition
> Domestic violence cases = DV assault, criminal mischief, family violence, child neglect, child abuse, violating a protective order, interfering with report of a crime, etc. Cases declined, dismissed, adjudicated, and trial.

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 #16: Minor offense (violations) at the reporting period.

Type
Effectiveness of caseload management and resource allocation based on case complexity and staffing needs.

Accomplishment Goal Supported
Maintain sufficient staffing and support for minor offense violations to enable effective prosecution of offenders and deter future criminal conduct.

Definition
Minor offense = lesser violations that result in sentences of fines only, rather than jail time. Treated as quasi-criminal charges in the court system.

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.