City of Minneapolis
City Attorney's Office

2007-2011 Business Plan

PROCESS

This business plan was developed and updated by the City Attorney's Office Business Planning Team, which included persons from both divisions within the Office. Members of the team are:

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The Planning Team used the City of Minneapolis Business handbook as a guide.

This plan is a five-year plan designed to align the City Attorney's Office services with the City's goals and strategic directions. The business planning process assists the City Attorney's Office in clarifying its mission, defining its business lines and related service activities, establishing performance measures, and focusing its use of available resources.

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City Attorney's Office

VISION

We deliver outstanding legal services to our clients and for our community.

Mission

Our mission is twofold: do justice and hold offenders accountable to enhance the public's sense of safety and deliver high quality, cost effective legal services.

Values

Our values are:

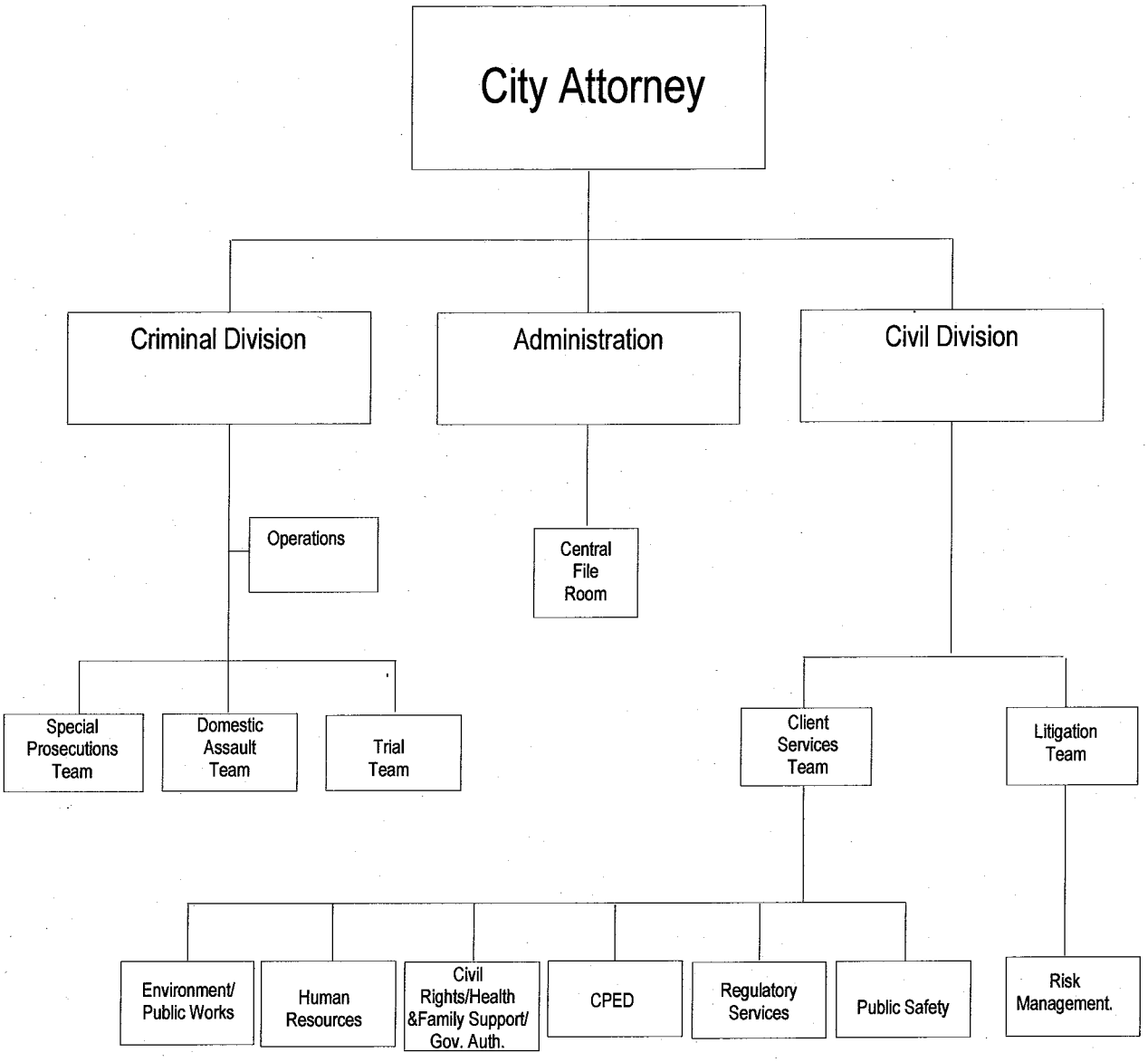
- A commitment to the highest ethical standards
- Excellence as legal services providers
- A problem solving and service orientation
- A productive work ethic
- An equitable and respectful work environment
- Respectful and collaborative interaction with other City departments, governmental entities, and the community
- Prudent stewardship of the public's money

Business Lines

The City Attorney's Office has two business lines:

1. Do justice, hold offenders accountable, and enhance the public's sense of safety.

2. Deliver high quality, cost effective legal services that are responsive to the City's strategic goals, objectives and adopted policies.


City Attorney
Criminal Division
Administration
Civil Division
Operations
Central File Room
Special Prosecutions Team
Domestic Assault Team
Trial Team
Client Services Team
Litigation Team
Environment/ Public Works
Human Resources
Civil Rights/Health &Family Support/ Gov. Auth.
CPED
Regulatory Services
Public Safety
Risk Management.

PUBLIC SAFETY BUSINESS LINE

The following three service activities support this business line.

1. **Aggressive prosecution of livability crimes that occur in the City of Minneapolis**

   Aggressive prosecution of livability crimes is the first prong of the Office's Public Safety Strategy. Prosecution of chronic offenders and perpetrators of domestic violence crimes is a priority for the Office. The Special Prosecutions Team relentlessly pursues the worst livability crime offenders in the City. The Office's Domestic Abuse Team aggressively prosecutes all intimate-partner domestic violence cases utilizing the "evidence based" prosecution model. These teams seek sanctions commensurate with an offender's criminal history.

2. **Active involvement in improving the criminal justice system**

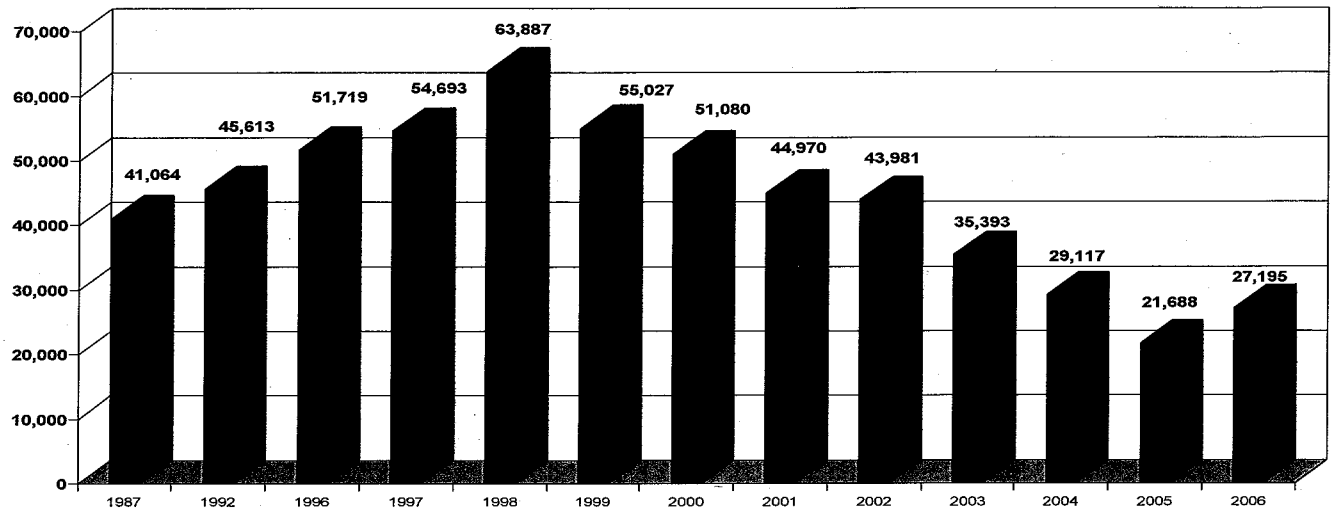
   The second prong of the Office's Public Safety Strategy is active involvement in improving the criminal justice system. Systemic changes within the criminal justice system have helped the Office focus its resources on those crimes that most threaten the fabric of the City and its neighborhoods. The Office is committed to continuing to be both a leader and a partner in improving the criminal justice system.

3. **Proactive collaboration with the City's neighborhoods on community justice**

   The third prong of the Office's Public Safety Strategy is proactive collaboration with the neighborhoods on community justice. The Office's Community Attorney program is designed to increase the Office's connections to the community. In addition, the Office remains committed to the principles of restorative justice and to our restorative justice partners. The Office partners with citizen groups to increase awareness of crime and to promote appropriate resolution of cases. The Office has placed attorneys and paralegals in police precincts as an effective way to increase the Office's connections to the community and to improve the Office's prosecution of livability crime.

In recent years, the Office's criminal caseload has declined significantly – from a high of 63,887 cases in CY 1998 to 21,688 in CY 2005. The chart on the next page illustrates this trend. This trend appears to be over. The Criminal Division's 2006 caseload was 27,195, resulting in a 20% increase in one year.

CRIMINAL DIVISION CASELOAD SUMMARY



This increase in caseload is occurring at a time when resources dedicated to the prosecution of gross misdemeanor, misdemeanor and petty misdemeanor crime are decreasing. Even if staffing is held constant, an annual caseload of 27,195 cases results in an average caseload of 954 per authorized criminal prosecutor position. Both the American Bar Association (ABA) and the Minnesota State Public Defender analyzed acceptable caseload standards and independently recommended identical gross misdemeanor and misdemeanor caseload standards for public defenders. Both recommended an annual average of 400 misdemeanor cases per attorney per year or 250 gross misdemeanor cases per attorney per year. Thus, the average annual caseload in the City Attorney's Office is more than two times the ABA and State Public Defender standards for misdemeanor cases and more than three times the standard for gross misdemeanor cases.

Because of this significant caseload, the Office has prioritized its criminal caseload as follows:

1. Prosecute gross misdemeanor and misdemeanor crimes involving violence or threats of violence, DWI and weapons offenses
2. Prosecute repeat or chronic offenders
3. Prosecute livability crimes, such as:
    - Aggressive Solicitation
    - Consuming in Public
    - Damage to Property caused by graffiti
    - Disorderly Conduct
    - Drug Paraphernalia in a Public Place
    - Littering
    - Loitering
    - Loiter with an Open Bottle
    - Lurking
    - Minor Consumption
    - Noise Violations
    - Prostitution
    - Public Urination
    - Trespass
4. Prosecute non-DWI traffic offenses
5. Prosecute other misdemeanor crimes committed in Minneapolis
6. Prosecute Minneapolis Code of Ordinance violations

CIVIL LEGAL SERVICES BUSINESS LINE

The City Attorney's Office delivers high quality, cost effective legal services that are responsive to the City's strategic goals, objectives, and adopted policies.

The following two service activities support this business line:

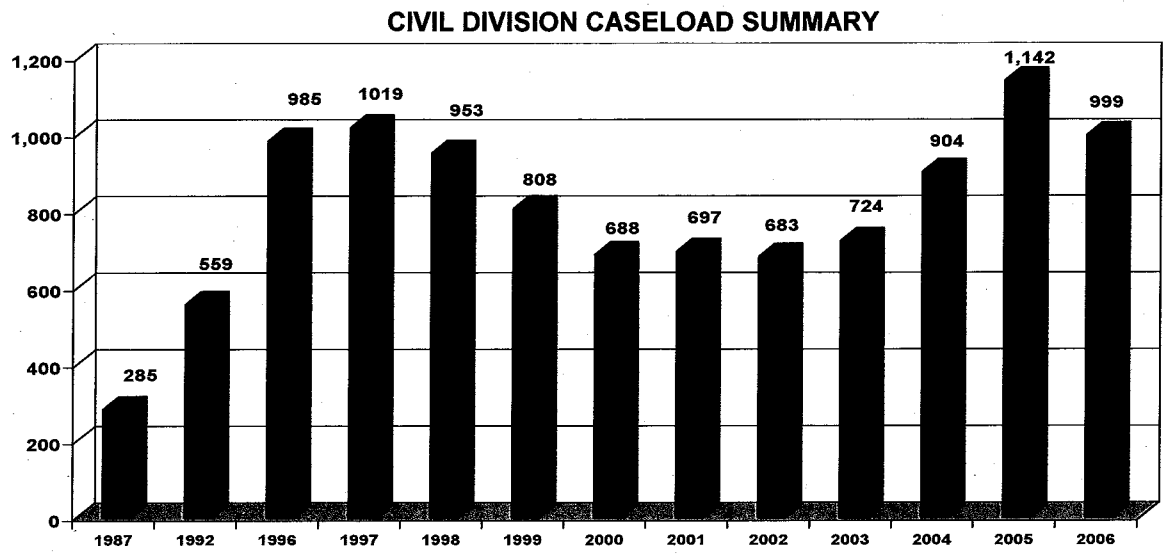
1. **Assist the City in minimizing its financial exposure to claims and lawsuits**

   The Office's Civil Division aggressively represents the City in the federal and state district courts and appellate courts, in administrative hearings, and in other quasi-judicial hearings in order to minimize the City's potential liability.

2. **Provide high quality legal services to the City's elected officials, its departments, independent boards and commissions, and staff.**

   The Mayor and City Council, City departments and staff, and the City's independent boards and commissions and their staffs are the Office's primary clients. Services include oral advice, written opinions, drafting of ordinances, and various legal services supporting the City Council and its committees. City-connected independent boards and commissions, such as the Youth Coordinating Board, are also clients of the office. The Office maintains service agreements with individual City departments. These agreements set out the mutual departmental expectations and obligations so that legal services are effectively, efficiently and promptly delivered.

At the end of 2002, there were 683 open cases; 724 open cases at the end of 2003; 904 open cases at the end of 2004; 1,142 open cases at the end of 2005, and 999 open cases at the end of 2006.



It is difficult to determine a clear trend regarding liability payments over the past six years. The total payouts for 2003 and 2004 were significantly higher than in 2001 and 2002. However, in 2006, the total liability payment was $1,669,909.

One key liability indicator is police misconduct lawsuits. The number of police misconduct lawsuits declined dramatically from 1998 to 2001. That downward "trend" appeared to change during 2002 through 2005 when the number of new police misconduct lawsuits increased significantly (28 in 2002; 33 in 2003; 53 in 2004; and 42 in 2005). In 2006, there were 28 police misconduct lawsuits.

The chart below illustrates the Office's liability payments since 2000.

Category	2000	2001	2002	2003	2004	2005	2006
Conciliation Court Judgments	$5,387	$1,759	$4,920	$0	$179	$0	$0
Litigation Judgments	$2,200	$0	$0	**$8,250,752	$266,279	$335,776	$3,500
Litigation Settlements	*$10,726,359	$2,299,129	$1,104,016	$1,048,815	$3,349,612	$1,608,989	$1,666,409
No Fault Payment	$0	$2,112	$143,506	$24,194	$39,831	$0	$0
Total Liability Payments	$10,733,946	$2,203,000	$1,252,442	$9,323,761	$3,655,901	$1,944,765	$1,669,909

**8,750,000 Settlement for Kondirator*
*** $8,250,752 Judgment LSGI II*

Prioritization of Civil Legal Service Activities

It is impossible to predict how many new civil cases or how many requests for civil legal services will occur over the next five years. Therefore, the City Attorney's Office plans to deliver its civil legal services in accordance with the following priorities:

1. Represent the City in civil actions or administrative proceedings, including appeals, that (a) challenge the existence or structure of City government, (b) challenge the validity of any tax levy or (c) put the City's dollars at risk.
2. Represent the City in civil actions, including appeals, advancing or defending City goals and policy objectives.
3. Represent the City in civil actions, including appeals, where no City dollars are at risk.
4. Staff meetings of the City Council and its committees.
5. Provide legal advice to City elected officials and department heads in accordance with the City's adopted legal services protocol.
6. Staff meetings of the Executive Committee.
7. Draft or review contracts, or contract amendments, for matters involving $250,000 or more.
8. Represent the City in administrative proceedings involving external agencies, such as the Environmental Protection Agency, the Minnesota Pollution Control Agency, the Equal Employment Opportunity Commission, the Minnesota Department of Human Rights and the Public Utilities Commission.
9. Represent the City in administrative proceedings involving City entities, such as the Civil Service Commission and the Civil Rights Commission.
10. Provide legal support to the City's Ethical Practices Board and Charter boards and commissions, such as the Library Board.
11. Enforce the City's regulatory codes through available civil and administrative processes.
12. Provide legal advice to departmental staff.
13. Train City employees in areas which may have significant liability impact, such as sexual harassment and police use of force.
14. Draft ordinance changes necessary to accomplish the City's regulatory objectives.
15. Represent the City in interest arbitrations.
16. Provide legal services to City-connected independent boards and commissions, such as the Youth Coordinating Board.
17. Draft or review contracts, or contract amendments, for matters involving $50,000 or more but less than $250,000.
18. Represent the City in grievance arbitrations.
19. Provide training to City employees in areas likely to have a lesser liability impact, such as Open Meeting Law and data practices.
20. Train employees of independent boards and commissions on sexual harassment.
21. Train employees of independent boards and commissions, such as the Youth Coordinating Board, in areas likely to have a lesser liability impact, including the Open Meeting Law and data practices.
22. Initiate civil forfeiture actions.
23. Draft or review contracts, or contract amendments, for matters under $50,000.

As available resources are committed to higher priorities, the response time for lower priority matters will be longer.

CITY GOALS AND STRATEGIC DIRECTIONS

Minneapolis is a vibrant and welcoming city that encourages learning and innovation and embraces diversity. A mixture of accessible housing, jobs and educational opportunities creates a livable city and stimulates growth. Neighborhoods give the comfort and safety of home while offering the connectedness of community. Thriving commercial areas are linked by state-of-the-art transit and generous green spaces. Renowned cultural and recreational activities entertain and inspire. Minneapolis is a valued state resource and a city people enjoy visiting and calling home. The city's future is shaped through thoughtful and responsible leadership in partnership with residents and coordinated with a regional vision. The City Council has adopted the following goals and strategic directions.

1. A SAFE PLACE TO CALL HOME

HOUSING, HEALTH AND SAFETY

In five years all Minneapolis residents will have a better quality of life and access to housing and services; residents will live in a healthy environment and benefit from healthy lifestyles; the city's infrastructure will be well-maintained and people will feel safe in the city.

STRATEGIC DIRECTIONS

a. GUNS, GANGS, GRAFFITI GONE
b. CRIME REDUCTION: COMMUNITY POLICING, ACCOUNTABILITY & PARTNERSHIP
c. LIFECYCLE HOUSING THROUGHOUT THE CITY
d. "GET FIT" AND MAKE HEALTHY CHOICES
e. YOUTH: VALUED, CHALLENGED & ENGAGED

2. ONE MINNEAPOLIS

EQUAL ACCESS, EQUAL OPPORTUNITY, EQUAL INPUT

In five years the gap will be closing for access to housing, health care, education and employment; diversity will be welcome, respected and valued; the city's middle class will be thriving; there will be living-wage jobs or entrepreneurial opportunities for everyone; all residents will have confidence in public safety services; and residents will have access to fair, open and transparent decision-making.

STRATEGIC DIRECTIONS

a. CLOSE RACE & CLASS GAPS: HOUSING, EDUCATIONAL ATTAINMENT, HEALTH
b. MIDDLE CLASS: KEEP IT, GROW IT
c. EQUITABLE CITY SERVICES & GEOGRAPHICALLY PLACED AMENITIES
d. ELIMINATE HOMELESSNESS
e. DECONCENTRATE POVERTY

3. LIFELONG LEARNING SECOND TO NONE

SCHOOLS, LIBRARIES AND INNOVATION

In five years Minneapolis will provide a superior education for all students; literacy rates will be increasing; everyone entering adulthood will have the knowledge and skills to earn a living wage; educational resources will be a top priority; the city will fully realize the benefits of having renowned educational and research institutions such as the U of M; the wisdom of the senior population will be harnessed; and Minneapolis will be known as a center of ideas.

STRATEGIC DIRECTIONS

a. ALL KIDS READY-TO-READ BY KINDERGARTEN
b. ECONOMIC ENGINE: GENERATING IDEAS, INVENTIONS & INNOVATIONS
c. 21ST CENTURY SKILLS FOR ALL 21 YEAR-OLDS
d. EMBRACE THE U'S OUTREACH & LAND-GRANT EXPERTISE
e. EDUCATION: STRONGER PARTNERSHIPS TOWARD BETTER RESULTS
f. TAP THE CONTRIBUTION POTENTIAL AND WISDOM OF RETIREES & SENIORS

4. CONNECTED COMMUNITIES

GREAT SPACES & PLACES, THRIVING NEIGHBORHOODS

In five years, Minneapolis will be a connected collection of sustainable urban villages where residents will live within walking distance of what they need or of public transit; there will be a connected network of transportation options; streets will be destinations; a mix of unique small businesses will be thriving; and Minneapolis' neighborhoods will have unique identities and character.

STRATEGIC DIRECTIONS

a. INTEGRATED, MULTIMODAL TRANSPORTATION CHOICES BORDER-TO-BORDER
b. WALKABLE, BIKABLE, SWIMMABLE!
c. CUSTOMER-FOCUSED, OUTCOME-BASED, PERFORMANCE-DRIVEN DEVELOPMENT SERVICES
d. NORTHSTAR COMPLETED; CENTRAL CORRIDOR UNDERWAY; SW CORRIDOR FULLY-DESIGNED
e. STREETS & AVENUES: REOPEN NICOLLET AT LAKE; REVITALIZE BROADWAY & LOWRY; REALIZE WASHINGTON BOULEVARD

5. ENRICHED ENVIRONMENT

GREENSPACE, ARTS, SUSTAINABILITY

In five years there will be plentiful green spaces, public gathering areas, celebrated historic architectural features and urban forests in Minneapolis; lakes, rivers and the soil and air will be clean; the city's parks and the Mississippi riverfront will be valued and utilized; opportunities to experience diverse cultures and the arts will abound; and usage of renewable energy will be increasing.

STRATEGIC DIRECTIONS

a. ENERGY INTO RENEWABLE & ALTERNATIVE ENERGY
b. REPLANT, RESTORE, REVERE OUR URBAN FOREST
c. ARTS – LARGE & SMALL – ABOUND AND SURROUND
d. UPPER MISSISSIPPI PLANNED AND PROCEEDING
e. FULLY IMPLEMENT THE CITY'S CULTURAL & SUSTAINABLE WORK PLANS

6. A PREMIER DESTINATION

VISITORS, INVESTMENT AND VITALITY

In five years Minneapolis will be the economic leader in the region with vast potential for growth and development; investors will see Minneapolis as a sure thing; a distinctive mix of amenities, entertainment and culture will be available downtown and in Minneapolis neighborhoods; people who visit the city will want to come back; the city will be an attractive landing spot for people in all life stages and will be well-positioned for the creative class; and the country will see Minneapolis as a national treasure.

STRATEGIC DIRECTIONS

a. RETAIN & GROW BUSINESSES IN LIFE SCIENCES & THE CREATIVE ECONOMY
b. REPOSITION CITY IN MINDS OF REGION, STATE, NATION & WORLD
c. CLEANER, GREENER, SAFER DOWNTOWN
d. JOBS: BE A TALENT MECCA
e. LEVERAGE OUR ENTERTAINMENT EDGE ... HECK, BE EDGY!
f. TAP THE CONTRIBUTION POTENTIAL AND WISDOM OF RETIREES & SENIORS.

City Attorney's Office Five –Year Goals, Objectives, and Performance Measures

PUBLIC SAFETY

The City Attorney's Office public safety business is to do justice, hold offenders accountable, and enhance the public's sense of safety.

City Goal (1-6)	City Strategic Direction (A-Z)	Department Goal	Objective	Measure
1 2 4 6	1 (a) (b) (c) 2 (c) 4 (b) (e) 6 (b) (c) (e)	▪ Reduce crime in the City.	• Perpetrators of domestic violence will be successfully prosecuted.	• Review 100% of domestic violence cases for potential felony charges. • Increase conviction rate on domestic violence cases to 60% by 12/31/ 2008.
			• Perpetrators of gross misdemeanor weapons violations will be successfully prosecuted.	• Increase by 5% the number of gross misdemeanor weapons cases charged by the Office. • Increase the percentage and number of gross misdemeanor weapons cases charged by the Office that result in a conviction.
			• Chronic offenders receive appropriate and timely sanctions.	• Prosecute 100% of "Top 200" chronic offenders. • Increase by 5% the number of "Top 200" chronic offenders who are convicted.
			• Perpetrators of livability crimes will be successfully prosecuted.	• Increase conviction rate on livability crimes cases to 65% • Percentage of cases where a conviction or revocation of sentence is obtained.
1 2	1 (a) (b) (e) 2 (a) (c)	▪ Improve efficiency and responsiveness of the criminal justice system.	• Successful partnerships with others in the criminal justice system.	• Participate 100% in partnerships to improve the criminal justice system.
			• Full and accurate utilization of Practice Manager case management system. • Successful integration of case management system with other criminal justice systems.	• 100% of staff trained. • 100% of cases automatically integrated into Practice Manager.

City Goal (1-6)	City Strategic Direction (A-Z)	Department Goal	Objective	Measure
1 2 4 6	1 (a) (b) 2 (a) (c) 4 (b) (e) 6 (b) (c)	▪ Continued active collaboration with neighborhoods on community justice.	• Address community concerns about misdemeanor crime in neighborhoods.	• Increase by 5% each year the number of community meetings attended and in person contacts made by community attorneys and paralegals. • Increase by 2% each year the number of community impact statements prepared and presented. • Increase by 5% each year the number of cases referred to neighborhood restorative justice programs.

CIVIL LEGAL SERVICES

The City Attorney's Office Civil Division business is to deliver high quality, cost effective legal services that are responsive to the City's strategic goals, objectives and adopted policies.

City Goal (1-6)	City Strategic Direction (A-Z)	Department Goal	Objective	Measure
1 2 3 4 5 6	1 (a) (b) (c) (d) 2 (a) (b) (c) 3 (b) (c) 4 (a) (b) (c) (d) (e) 5 (d) 6 (a) (c)	• Assist the City in minimizing its financial exposure to claims and lawsuits.	• Aggressively defend claims and lawsuits that result from the City's risk generating activities.	• Liability payouts resulting from certain of the City's risk generating activities. • Number of adverse matters opened each year. • Number of adverse matters closed each year.
			• Commence timely litigation to advance the City's adopted goals and policy objectives or to recover public monies.	
			• Identify risk generating activities and assist departments in finding solutions.	• 100% of available MPD sworn personnel trained. • All training requests for new supervisors/employees from HR are completed.

City Goal (1-6)	City Strategic Direction (A-Z)	Department Goal	Objective	Measure
1 2 3 4 5 6	1 (a) (b) (c) (d) 2 (a) (b) (c) 3 (b) (c) 4 (a) (b) (c) (d) 5 (c) (d) 6 (a) (c)	• Provide high quality legal services to the City's elected officials, its departments, independent boards and commissions, and staff.	• Respond to requests for civil legal services in accordance with priorities in the adopted Business Plan.	• 100% percent of requested ordinances reviewed and revised, as necessary. • 100% of all City Council and committee meetings staffed. • Status of non-litigation matters reviewed monthly.
			• Ensure client satisfaction with quality of services provided by the City Attorney's Office.	

COMMUNITY ENGAGEMENT

The City Attorney's Office regularly "engages" both its internal and external customers through the provision of civil legal services and the prosecution of crime. The Civil Division advises the city, its elected officials, and its independent boards and commissions, while the Criminal Division prosecutes petty misdemeanor, misdemeanor and gross misdemeanor offenses that occur in the City of Minneapolis. In representing its clients, the City Attorney's Office regularly informs and educates its clients with respect to legal issues and strategies. Through its Community Attorney program, the Criminal Division personnel regularly attend and participate in community meetings to inform and educate the community about issues with which the community is concerned. The community attorneys and paralegals also solicit and obtain community impact statements from community members that are used to inform the judge, at a defendant's sentencing, of the impact that the offender or the crime has had on the community. The City Attorney's Office also participates in multi-jurisdictional meetings involving the criminal justice system.

Department Actions				
Area	**2007**	**2008**	**2009**	**Status (to be filled in June '07, '08, '09, '10 & '11)**
Application of the CE Process Model	Apply the CE Process Model to a minimum of 25%-30% of your CE projects.	Apply the CE Process Model to a minimum of one-half (50%) of your CE projects.	Apply the CE Process Model to All (100%) of your CE projects.	
	Request CE consultation as needed.			
Training	Send department's staff to CE training session (train the trainer style). Request customized CE training for your department as needed.			
Business Plan	Incorporate CE in your department's Business Plan.			
	Participate in future interdepartmental work groups and projects as needed.			
Evaluation	Annual review of a minimum of 25% 30% of your CE projects.	Annual review of a minimum of one-half (50%) of your CE projects.	Annual review of all (100%) of your CE projects.	
	Evaluate the impact of your department's CE activities. Participate in the Annual CE best practices showcase event.			
CE Web System Internal communication and public participation tool (under consideration)	Participate in the development of the Web System as needed.	Send staff to training session on the use of the Web System. Departments start using the Web System	Use the Web System in your CE projects.	

Inventory of Community Engagement Activities: The City Attorney's Office community attorneys and paralegals regularly attend meetings of the following community organizations: Downtown Minneapolis Neighborhood Association; Citizens for a Loring Park Community; North Loop Neighborhood Association; Elliot Park Neighborhood Association; SafeZone Collaborative – Downtown; SafeZone Hassle Factor Committee; Bar and Restaurant meetings; Currie Block Club; Royalston Community; Restorative Justice Community Action (RJCA) regular meetings; meetings related to minor consuming program, and panel sessions; Third Precinct Advisory Committee (3-PAC); Weed & Seed; Midtown Security Collaborative; Franklin Safety Center Court Watch; Little Earth Court Watch; Hawthorne Huddle; Fourth Precinct Advisory Committee (4-PAC); Fourth Precinct Care Task Force; Jordan Area Community Council (JACC); Bryn Mawr Neighborhood Association; McKinley Neighborhood Association; Cleveland Neighborhood Public Safety meetings; Hawthorne Problem Properties group; African American Men Project (AAMP) Right Turn group; Northside Partners; Webber Camden Public Safety group; Folwell Public Safety group; West Broadway Business Association; Convenience Store Task Force; City's Problem Properties Task Force; Lind Bohannon Community group; Shingle Creek Community group; Stevens Square Community Organization Committee; Stevens Square/Whittier Law Enforcement group; Lyndale Neighborhood Association Crime & Drug group; Windom Neighborhood Association; Kingfield Neighborhood Association; Tangletown Neighborhood Association; Armatage Neighborhood Association; Marcy Holmes-Como Party Task Force; Marcy-Holmes Breakfast; Second Precinct Action Committee (2-PAC); and Third Ward Summit.

SUSTAINABILITY

The City Attorney's Office best practices in sustainability activities reflect its primary business lines. The best practices require that the Office deliver high quality services to City departments as they respond to the City's adopted sustainability goals. In addition, the Office coordinates with its public safety partners to support its efforts in enhancing public safety. Finally, the Office has an active health and safety committee which is used to address internal sustainability issues.

Provide legal review and advice to Public Works on issues arising from the Metropolitan Council proposed sewer overflow surcharges

- Affected Sustainability Indicator(s): Combined Sewer Overflow
- How will you evaluate success? Whether legal review and advice is timely delivered as requested by Public Works.

Locate and distribute material on achieving and maintaining healthy weight.

- Affected Sustainability Indicator(s): Healthy Weight
- How will you evaluate success? Materials will be distributed to all staff.

Evaluate automobile usage by department to determine if alternatives exist to reduce usage.

- Affected Sustainability Indicator(s): Carbon dioxide emissions
- How will you evaluate success? Evaluation completed and recommendations implemented.

LIMITED ENGLISH PROFICIENCY

The City Attorney's Office is actively involved in the Citywide Limited English Proficiency (LEP) process, and began work to implement the LEP within the Office in late 2004. A LEP liaison was appointed and a team convened to develop a plan. Issues of providing notice of language access particular to the City Attorney's Office were reviewed. A framed print of the notice sign was placed in the lobby, and a desk top "I Speak" sign is utilized when customers walk in and a language barrier is identified. Laminated "I Speak" cards were developed for field staff.

All documents, templates and commonly used documents were reviewed to determine which documents are considered vital. The Office worked with Minneapolis Multicultural Services (MMCS) to have those documents translated, and a manual of all translated forms was developed, which includes a disc as well as a hardcopy of the written translations. The forms are available on the network and will be uploaded into the Office's Practice Manager case management system when appropriate.

The City Attorney's Office continues to be a significant user of telephone interpreters. The City contracts with the private firms Certified Languages International and Language Line to provide interpretive services. In 2006, the Office used telephone interpreters through Language Line 738 times. This is a 55% increase from 2005. The top language utilized was Spanish, which comprised 82% of all interpreted calls. This is slightly lower than the percentage of Spanish interpretation in 2005, indicating an increase to citizens speaking other languages. All Office staff were trained in the requirements of the Limited English Proficiency Plan in December 2005. The training included a review of the LEP Plan, a discussion of immigrant issues, and suggestions for working with interpreters. An overview of the LEP Plan was provided for Council on Crime and Justice liaison staff in 2006.

Strategies	Objectives	Department Specific Activities and/or Status Reports (2006-2007)	2007-2011
1. Integrate practices of language access into operations of every City department	▪ Build awareness about legal mandates of language access services in each department	▪ LEP liaison participates in City Team and leads internal implementation team ▪ LEP meets regularly during implementation, and as needed following implementation.	▪ Maintain department LEP liaison ▪ Internal LEP team will continue to meet as needed.

Strategies	Objectives	Department Specific Activities and/or Status Reports (2006-2007)	2007-2011
2. Define protocols and service activities for language access compliance in each department	▪ Provide notice to limited English speakers of their right to free service	▪ Post signs regarding language services in lobby area on wall, and desk top to assist staff with notifying walk-in customers of language services. ▪ Inform members of public about availability of interpreters. ▪ Laminate "I Speak" cards are available to assist field staff in informing non-English speakers of language services and to obtain an appropriate interpreter.	▪ Maintain current signage & ensure signage is included in new Office's office space at City Hall. ▪ Continue to notify the public of language services by using person to person contact and "I Speak" cards. ▪ Survey staff to see what additional tools they need to effectively provide notice of language services to community members. ▪ Review Office public website to add LEP information.
	▪ Identify the LEP persons living in Minneapolis and the City services they use	▪ Track interaction with LEP individuals using telephone interpreter records and records from MMCS.	▪ Maintain use of telephone interpreter records and records form MMCS to track number of LEP persons assisted. ▪ When Practice Manager is fully integrated, individuals needing an interpreter will be tracked. ▪ Develop a tally mechanism for the reception desk to track contacts with walk-in customers. ▪ Consider initiatives to improve service to the deaf and hard of hearing community, including staff training and participation in efforts to evaluate use of an interactive web program at the front desk.
3. Offer free, timely spoken language interpretation services for LEP individuals.	▪ Establish a decision tree and telephonic interpreter account. ▪ Ensure adequate work tools are available for Office staff.	▪ Ensure interpreter needed field in Practice Manager is working as planned. ▪ Develop system to ensure that we receive notification as additional languages have a court certified status.	▪ Offer free, timely spoken language interpretation services for LEP individuals.
4. Provide free written language translations of vital documents	▪ Review all City Attorney's Office documents and translate those documents deemed vital.	▪ Update translated forms, and translate new forms as needed. ▪ Translate forms into additional languages as needed.	▪ Provide free written language translations of vital documents.

Strategies	Objectives	Department Specific Activities and/or Status Reports (2006-2007)	2007-2011
	▪ Hire multilingual staff	▪ Seek to hire bilingual/multilingual staff.	▪ Continue to seek bilingual / multilingual candidates for open positions. ▪ Utilize web based program to assess and document skill level of current bilingual staff.
	▪ Train City staff on legal requirements and best practices for serving LEP individuals	▪ Provide training to all Office and CCJ staff.	▪ Provide written reminders to staff on LEP requirements and tools using the Office's internal news-letter. ▪ Survey staff to determine what additional training on language access issues would be helpful ▪ Incorporate training in LEP Plan for new employees.

ENTERPRISE INFORMATION MANAGEMENT

Data integrity is critical to the success of the City Attorney's Office. The management of information must be well-defined, in compliance with data practices laws, and understood by all staff. Staff has worked extensively with the City Clerk's Office to establish retention records for both paper and electronic legal files. In addition, a policy for transferring electronic records to Stellent has been established. Finally, the Office requires compliance with current retention schedules and other EIM internal practices.

Action Area	2006	2007	2008-2011	Status (To be Filled in June '07, '08, '09, '10 and '11)
Governance, Structure and Staffing	• Designate EIM Representative: Colleen O'Brien named EIM rep. • Department anticipates 10% time allocated to EIM. • The following subject matter experts are assigned to participate in EIM standards development workgroups: ▸ Dana Banwer/Renee Baron, Criminal Division ▸ Pete Ginder/Karen Caron, Civil Division ▸ Pauline Rhodes, File Room ▸ Colleen O'Brien, Administration • Attorney staff will be assigned based on area of expertise to EIM policy development initiatives that involve a legal component.		• Support decisions of EIM Policy Board. • Implement business process and staffing-model changes associated with coming into EIM compliance. • Continue to apply EIM standards to all new initiatives and projects. • Continue to provide attorney consultation for EIM project.	
Business Plan	• Some EIM work was included with the CMS project. Retention schedules have been developed and some training has occurred.	• Monitor compliance with EIM requirements as further integration with criminal justice systems occurs. • Participate with Enterprise initiatives to improve information sharing, including those related to technology formats utilized. • Monitor compliance with EIM / data practices as case management system information is made available to the community. • Develop and implement general retention schedule for administrative and finance information/documents. • Reflect EIM commitment in all future organizational changes.		
Project Planning	• Inventory Office projects and activities that may have an EIM impact.			
Training	• Provide general information to all Office staff on EIM staff assignments, explicit roles and responsibilities, and specific retention /other policy information as needed. • Provide general review of data practices policy to all staff.			
Compliance (Assessment, Integration, Evaluation)	• Assign staff to participate in information audits, readiness assessments, and cataloging of information assets.		• Complete Department Risk Assessment/Gap Analysis • Develop plan for EIM Compliance • Complete annual EIM progress reports • Complete periodic audits	

FINANCE PLAN

Introduction

The City Attorney's Office has two Divisions, Criminal and Civil. The Criminal Division is funded by the General Fund (0100) and the Civil Division by the Internal Services Fund (6900). The Office plays an important role in the financial health of the City by defending claims and lawsuits brought against the City and in initiating lawsuits on behalf of the City. For example, in 2006 the Office generated $3.5 million in revenue resulting from cable franchise litigation.

The Office will meet the Five-Year Financial Direction through 2009 by utilizing rent savings from the recent renegotiation of the office lease. See Appendix C for details. The major financial challenge faced by the Office is meeting the Financial Direction cuts in 2010 and 2011. The Office may need to eliminate positions to meet future expense reductions. If staff reductions occur, the delivery of civil legal services and the prosecution of criminal cases will be in accordance with the priorities set forth in this Business Plan.

Strategy Table

Financial Strategies	Which performance measures will change and how?	Short-Term Actions (one year)	Long-Term Actions (two to five years)
Financial strategies coming from lessons learned from historical financial data and prior financial plans			
• Implement a Service Contract Agreement between the Office and Finance Department to define departmental responsibilities and expectations.	• No change in performance measures.	• Execute in 2007, a new services agreement between the Office and Finance Department which defines work expectations between departments.	• Review agreement annually and amend as needed.
• Assign revenue generated from lawsuit settlements or awards in favor of the City to the Office's revenue line.	• No change in performance measures. • Improved revenue collections.	• Work with Finance to design and implement a system for allocating revenue.	• Review agreement annually and amend as needed.
• Create a budget line for office supplies and printing and copying.	• No change in performance measures.	• Allocate resources from one budget line to another to gather more accurate record of expenses.	• Build the 2008 budget based upon these changes; readjust in 2009-11 as needed.
Financial strategies produced from creative reallocation exercise			
• Provide improved information to departments on liability expenses.	• No change in performance measures.	• Create an additional org. in the 6900 fund for lawsuit expenses that are not related to settlements/ judgments. • Ensure financial information is assigned appropriately in Practice Manager. • More accurate categorization of liability expense for departments.	• Refine categorization as needed.
• Request that the Finance Department make changes to budget carry over policy so that it provides an incentive for departments to create budget savings each year.	• Increased ability to carry over operating funds allows additional resources for meeting financial direction cuts and other expense increases, and reduces the possibility of eliminating positions.	• Request Finance Department review this matter.	• If more flexibility is allowed, utilize carry over funds to meet financial direction cuts and other expense increases in future years.
• Charge opposing counsel a fee for production of documents in civil litigation.	• No change in performance measures. • Improved revenue collections.	• Develop a fee schedule and billing process.	• Adjust system as needed.

Financial Strategies	Which performance measures will change and how?	Short-Term Actions (one year)	Long-Term Actions (two to five years)
Financial strategies to meet the financial direction			
• Utilize the Rent Escrow Fund Balance as outlined in Appendix C to meet the financial direction reductions at least through 2009.	• No change in performance measures.	• Follow plan for use of Rent Fund reserve balance through 2009.	• If additional funds are available in the fund, utilize the Rent Fund reserve for 2010 and beyond if possible. • Implement use of prioritization lists to guide office in completing work as resources decline.
• Use budget carry over amounts to meet the following year's financial direction reductions if carry over policy changes are made.	• Less likelihood of eliminating positions and implementing service limits.	• Stay in contact with Finance Department on the status of utilizing carry over funds.	• If no change in carry over policy or no funds available to carry over, look to positions reduced to meet financial direction and other expense increases.
• Reduce positions to meet budget shortfalls.	• Prioritization plans will be used to guide office in completing work as resources decline, including loss of grant revenue. • Impact on ability to meet some performance measure goals.	• Evaluate which positions will be eliminated from the Office's staffing complement.	• Follow prioritization plans if staff complement is reduced.
Financial strategies related to loss prevention			
• Integrate the philosophy and practice of loss prevention into daily operations.	• May reduce Office's liability.	• Maintain Loss Prevention Coordinator & the Office's Health &Safety Committee. • Review the City's Occupational Health & Safety Policy (OHSP) with staff periodically, and train new staff in the policy within 60 days of hire.	• Train new staff in OHSP within 60 days of hire.
• Systematically identify potential loss exposures and means to control same.	• May reduce Office's liability.	• Review procedure for reporting workplace injuries with all managers and supervisors. • Assess Office's work areas for unsafe conditions and unsafe work practices. • Correct unsafe conditions and practices.	• Ensure Supervisor's First Report of Injury forms are submitted in a timely manner. • Conduct quarterly walk through of all worksites to ensure safe conditions are in place. • Encourage staff to report unsafe conditions by putting safety reminders in the Office internal newsletter.

Financial Strategies	Which performance measures will change and how?	Short-Term Actions (one year)	Long-Term Actions (two to five years)
• Identify loss exposure based upon claims history.	• May reduce Office's liability.	• Review quarterly loss and injury reports & OSHA 300 Log with Office's Health & Safety Committee.	• Continue to report this information to the Office's Health & Safety Committee.
• Implement prevention measures to control hazards.	• May reduce Office's liability.	• Develop and implement safety program in the area of ergonomic practice / work style. • Inform staff of any temporary or long term workplace hazards & develop safety programs to address hazards.	• Continue to train new staff in ergonomic health. • Distribute information to staff on ergonomic safety on a periodic basis. • Continue to inform staff of any workplace hazard & the appropriate safety training.
• Prepare for perils and preserve City assets.	• Improve preparedness of City to respond to perilous events. • May reduce Office's liability.	• Update Office's section of City's Emergency Prepardness Plan. • Enter into a "mutual aid" agreement with St. Paul City Attorney's Office. • Assign floor wardens as defined by building management to monitor all real and staged building evacuations. • Conduct periodic drills to ensure effective and efficient response to building emergencies.	• Continue assignment of floor wardens. • Continue to conduct periodic reviews.

City of Minneapolis
City Attorney
Financial Plan (in thousands of dollars)

	2004 Actual	2005 Actual	2006 Budget	2006 Actual	2007 Budget	% Chg from 2006 Budget	2008 Forecast	2009 Forecast	2010 Forecast	2011 Forecast
Revenues:										
Charges for Service	78	24	37	55	37		37	37	37	37
Miscellaneous Revenues	36	8	94	5	101	7.4%	101*	101*	101*	101*
Grants	78	88	774	49	393	-49.2%	393	393	393	393
Revenues to meet the financial forecast:			-				-	-	-	-
Total	192	120	905	109 -	531	-41.3%	531	531	531	531
General Fund Expenditures:										
Salaries/Wages	2928	2,971	3,710	3,762	3,772	1.7%				
Benefits	634	701	939	787	1,042	11.0%				
Contractual Services	1656	1,865	1,943	1,627	1,872	-3.7%				
Operating Costs	195	205	199	223	165	-17.1%				
Total General Fund	5,413	5,742	6,791	5,899 -	6,851	0.9%	7,075	7,182	7,365	7,573
Expenditure changes to meet the financial forecast:							(150)**	(100)**	(100)**	(100)**
Total General Fund	5,413	5,742	6,791	5,899 -	6,851	0.9%	6,925	7,082	7,265	7,473

*May increase based on discussions with Finance Department
**See Rent Escrow Fund Strategy "Appendix C"

	2004 Actual	2005 Actual	2006 Budget	2006 Actual	2007 Budget	% Chg from 2006 Budget	2008 Forecast	2009 Forecast	2010 Forecast	2011 Forecast
Special Revenue Funds										
Salaries/Wages	387	275	1,047	295	362	-65.4%				
Benefits	87	54	80	82	69	-13.8%				
Contractual Services	42	1				n/a				
Operating Costs	4					n/a				
Total Special Revenue Funds	520	330	471	351-	431	-61.8%	446	462	478	495
Internal Service Fund – Self-Insurance										
Salaries/Wages	2,938	2,969	3,467	3,081	3,664	5.7%				
Benefits	620	722	908	743	984	8.4%				
Contractual Services	536	1,119	794	864	816	2.8%				
Operating Costs	154	176	146	188	149	n/a				
Total Internal Service Fund	4,248	4,986	5,315	4,846-	5,613	5.6%	5,809	6,013	6,223	6,441
Total	10,181	11,058	12,577	11,103-	12,895	2.5%	13,181	13,556	13,966	14,409
Difference	(9,989)	(10,938)	(12,025)	-	(12,364)		(12,650)	(13,025)	(13,435)	(13,878)

Contingency Plans

A major portion of the City Attorney's Office budget is personnel costs. The Office has historically demonstrated sound stewardship of the public's financial resources by tightly controlling non-personnel costs. The Office has addressed the Five-Year Financial Direction reductions for 2007 through 2009 by using the savings realized from the renegotiated office lease, thereby avoiding the need to reduce positions.

Scenario A – 25% reduction in revenue	Reduction in grant revenue will require eliminating the position/s funded by that grant. A limited reduction may be able to be absorbed by the operation budget.
Scenario C – CDBG Elimination	A .5 FTE funded by CDBG would need to be eliminated.
Scenario D - Enterprise fund reductions	Position eliminations would need to be considered. The divisional prioritization lists will guide the office in aligning resources with legal service demands.
Scenario E – Your own worst nightmare! What isn't even on the table and should be!	Position eliminations would need to be considered. The divisional prioritization lists will guide the office in aligning resources with legal service demands.
Scenario F – Internal service fund choices	Position eliminations would need to be considered. The divisional prioritization lists will guide the office in aligning resources with legal service demands.

WORKFORCE PLAN

The City Attorney's Office primary workforce challenge is lack of staff. Both Civil and Criminal Division caseloads are rising while staffing is not. As described earlier in this plan, the average annual caseload per criminal prosecutor is more than two times the American Bar Association and State Public Defender standards for misdemeanor cases and more than three times the gross misdemeanor standards. As a result, staffing in the City Attorney's Office must be deployed in the Criminal Division so that the Office focuses its human resources on its prosecution priorities. Those priorities are listed earlier in this plan. A similar deployment of Civil Division staff is needed to meet rising demand for civil legal services.

In 2003, the Office completed a year long workforce planning project. The Office's Workforce Plan concluded that the demographic data did not suggest any significant challenges associated with potential employee retirements. That conclusion remains valid for 2007-2011. Considerable effort has been dedicated to succession planning and the development of new office leaders. These efforts include participation in the City's Executive Development and Leadership Development programs and a year long Team Leader Development Program conducted by Century College and the City's Human Resources Department. Further, the Office's Workforce Plan identified the need for further development of the staff's skill sets and the importance of cross-training. The assistance of the Human Resources Department is essential in ensuring all positions are appropriately classified.

Annual performance reviews are conducted during the first seventy-five days of each year (January 1 – March 15). An integral part of this performance review process is an individual development plan. This plan is jointly developed by each employee and his or her supervisor. In addition, each employee is required to participate in annual training on respect in the workplace issues. Managerial and supervisory employees are annually trained so that individual skills are improved. Finally, each attorney in the Office attends Continuing Legal Education (CLE) courses. The Office conducts two CLE seminars each year. In 2007, the Office will establish a mentoring program fashioned after the program in the Department of Public Works.

Diversification of the Office has been a priority since 1997. In 1997, the Office had forty-seven percent (47%) women and eighteen percent (18%) people of color. At the end of 2006, sixty-three percent (63%) of the Office were females, twenty-two percent (22%) were people of color and 59% were hispanic. In addition, of the three managerial positions in the Office, two are held by women, one of whom is a person of color. Similarly, all three supervisory positions in the Office are held by women, one of whom is a person of color. Finally, the Office has capitalized on the development opportunities provided by the City's Leadership Development and Executive Development programs. Many women and people of color from the Office have attended over the years. In fact, the Office participant at the Executive Development Program (it was only held one year) was a Hispanic female.

The 2006 Employee Survey disclosed a need for improved direct supervision, greater employee involvement and communication issues. The Office engaged a consultant to conduct focus groups and is in the process of deciding action steps to take In response to the issues raised. These will be based not only on survey responses but also on the foundational work of the "Fish" team. "Fish" is a nationally recognized approach to creating positive work environments and enhancing communication within an organization. In 2005, the Office adopted the "Fish" approach. In addition, open door office hours were established for each manager and an internal newsletter created. Finally, a team of new employees are developing a new employee orientation process and manual so that new employees have a better understanding of the City and the City Attorney's Office from the first day of employment.

Workforce action table

Key Workforce Objective:	Measurement:	Short-Term Actions:	Status: To be completed, June 07, 08, 09. 10, 11	Long-Term Actions:
▪ Continue to hire, promote and retain a qualified, diverse workforce.	▪ Staff Office with a qualified, diverse workforce. ▪ Percentage of promotional opportunities filled by women or people of color.	▪ Work with Human Resources to actively recruit women and people of color. ▪ Recruit women and people of color at area law schools. ▪ Participate in minority recruitment events. ▪ Office women and people of color participate in City's Leadership Development Program (if offered).	▪ Ongoing	▪ Ongoing ▪ 3rd Quarter annually ▪ 3rd Quarter annually
▪ Review composition of workforce to determine if appropriate "mix" of attorney and non-attorney positions.	▪ Percentage of positions reviewed by the Human Resources Department (HR).	▪ Assist Human Resources in its review of Office positions.		
▪ Develop highly skilled managers, supervisors, team leaders and staff.	▪ 100% of managerial and supervisory Office staff trained. ▪ 100% of Office staff trained on respect in the workplace. ▪ Two Continuing Legal Education Seminars designed and conducted. ▪ If the Human Resources Department updates team leader development training, 100% of team leaders attend. ▪ 100 of staff trained on the case management system ▪ Establish a cross-departmental team to identify other cross-training needs.	▪ Schedule and conduct managerial and supervisory training. ▪ Schedule and conduct respect in the workplace training. ▪ Schedule and conduct 2 Continuing Legal Education seminars. ▪ HR schedules and conducts team leader development training. ▪ Schedule and conduct training on Practice Manager. ▪ Implement the cross-training program designed for Community Attorneys and Paralegals	▪ 4th Quarter annually. ▪ 4th Quarter annually. ▪ 4th Quarter annually. ▪ 2nd Quarter, 2007. ▪ 4th Quarter 2007	▪ 4th Quarter annually. ▪ 4th Quarter annually. ▪ 4th Quarter annually.

Key Workforce Objective:	Measurement:	Short-Term Actions:	Status: To be completed, June 07, 08, 09. 10, 11	Long-Term Actions:
▪ Evaluate employee performance and design individual development plans.	▪ 100% of employees receive annual performance review and develop an individual development plan.	▪ Reviews conducted annually.	▪ By March 15, 2007	▪ By March 15, annually.
▪ Respond to issues raised in the 2006 employee survey.	▪ Develop appropriate response to issues raised.	▪ Establish a Survey Response Team. ▪ Issues raised are addressed in 2007.		

TECHNOLOGY PLAN

The City Attorney's Office has made considerable progress improving its technological capabilities. The most significant change is the installation of its new case management system, "Practice Manager." The Practice Manager system will produce better information for prosecutors, police officers and the community. Accordingly, the prosecution of cases should be improved. Police officers will be better informed about the status of their arrests and the disposition of the related cases. Better information about the status and disposition of cases should increase community confidence in the criminal justice system. As a result, citizens should be more willing to report crime, testify as witnesses, and be more involved in keeping their neighborhoods safe. Further, bench warrant histories will be more available, thereby, allowing prosecutors to argue, when appropriate, that the Court should hold in custody certain chronic offenders. This will help shut the "revolving door" for these offenders.

When the City Attorney's Office case management system is integrated with the Minnesota Court Information System (MNCIS), the City will be able to access statewide criminal records. Integration with MNCIS will provide additional advantages including electronic submission of complaints and retrieval of case detail. More integration is needed with the MPD to provide case disposition information to the police, retrieve 911 audio and squad car videos, and send trial notices to police officers who must appear in court to prosecute defendants. When all these integrations are complete, the Office's prosecutors will be able to prosecute cases more efficiently and effectively.

In the Civil Division, a fully functional case management system will centralize all records, reports and documents related to matters handled within the division, and will result in improved tracking of cases and assignments. The case management system will collect and index all data in a single electronic system. This will provide an efficient method for staff to organize work load, document actions and be more effective in the Office's representation of the City. As federal and state courts move toward a paperless electronic practice, the Practice Manager system will allow the Office to meet the courts' electronic requirements.

BUSINESS NEEDS

Enterprise-wide Improvements

- The City Attorney's Office needs to be in a "feedback loop" when partner departments (both inside and outside the City) improve technology. For example, recently attorney staff needed to review 911 tapes from the University of Minnesota police. When the University changed its system, our program could not read the information. This created a delay in utilizing this critical information. In the past, the Office has had the same experience with the MPD. The City needs to ensure consistency, communication, and timely resolution of the ripple effect of upgrading systems in one department or agency.

- The City Clerk's Office needs to improve its system for storage of City and Park Board Ordinances because the Municipal Code and Folio applications are not state of the art. Improved search ability is required. It would be beneficial to have the same system as CriMNet uses for its statute service. This would allow MPD and prosecutors to directly access the most recent ordinance information in a way consistent with CriMNet's capabilities.

- The City's enterprise-wide Stellent Content Management system and Stellent's records management system needs to capitalize on Stellent's capabilities so that files can be organized into bar-coded boxes which will be retained according to the record retention rules.

- An Error Correction application is needed at an Enterprise level to handle and correct data quality issues that become apparent with integration. This application would allow users to directly correct general errors such as bad dates or names that are not entered correctly (e.g., LastName,FirstName, MiddleName).

- City policy should require that automatic upgrades occur within 30 days whenever standard software, or software used by any department, is upgraded.

- City-wide electronic signature capability should be installed.

Practice Manager Integration

- Integration of the Practice Manager system with MNCIS is essential.

- BIS will need to continue its support of Practice Manager for the expected Prosecutor Module Update in 2007, any future Practice Manager updates, and Microsoft software program changes.

- Practice Manager will need to be upgraded to the new Microsoft "Smart Client" technology. This will enable user-friendly access from home or remote sites.

- Practice Manager should be enhanced so that case exhibits can be submitted to the Court from a laptop computer in the courtroom.

Other Public Safety Improvements

- Community Impact Statements can be a valuable part of a prosecutor's case. The ability to file Community Impact Statements online will ensure that community input is provided to the prosecutors and the Court in a timely manner.

- The City Attorney's Office investigator staff investigates misdemeanor cases. The Office's investigators do not have same access to data as MPD does. Greater access and better forensic analysis/data mining capabilities would improve the Office's ability to convict repeat or chronic offenders.

Other City Attorney Office Improvements

- Purchase and install radio frequency identification equipment so that misplaced files can be located and files are monitored while they are out of the Office.

- Increase memory capability on laptops to allow complete access to the system from off-site.

- Replace existing dictation equipment.

- Maintain the user certification for the national criminal database (CJIS/BCA) terminal

- Continue training staff on Practice Manager and train staff on the use of MNCIS, retrieval of 911 data, and other new programs as they become available.

- Develop an internal Office's web site to enhance internal communication.

Technology Action Plan

While it is impossible to predict the technological advances which will occur over the next five years, it is certain that capitalizing on those technological advances will be critical to the efficient and cost-effective delivery of civil legal services and the prosecution of crime. Radio Frequency Identification equipment, digital or voice recognition software, and electronic signature capability are all examples of needed and available technology. Unfortunately, the Five-Year Financial plan does not provide sufficient funding for such purchases. Even the purchase, installation and maintenance of the items listed below may result in the layoff of existing staff.

Business Technology Need	Desired outcome/result	When	One-time costs	Ongoing Costs	Source of Funding
Practice Manager (PM)					
PM/MNCIS Integration	Access to state-wide database.	Summer 2007	$380,376	• No increase anticipated.	• Technology prepayment or carry forward funds.
PM Maintenance	Well maintained and upgraded PM system.	2008 and annually thereafter.	None – On-going	• $45,000.00 BIS Technician • $7,200.00 Unisys Server and disc space management • $24,000.00 PMG maintenance	• Operating budget
Community Impact Statements	Improved prosecutions	2007	$48,300		
Integration of Ricoh scanners to PM and Stellent content management systems.	More documents can be associated to a matter/case.	2007	$10,000	• None anticipated	• Technology prepayment, carry forward funds, or operating budget.
Upgrade dictation system to PC compatible voice recognition system	More efficiency for staff.	2007	$187,936	• $4,500 per year for maintenance.	• Technology prepayment, carry forward funds, or operating budget.
Develop internal website	Improved communication.	2007	$10,000	• $2,000 per change/upgrade.	• Technology prepayment, carry forward funds, or operating budget.

SPACE AND EQUIPMENT PLAN

Space Needs

In assessing the space needs for the City Attorney's Office, it is important that the following be considered in any space decision:

1. Location: Because of the City Attorney's Office in-house civil litigation practice and criminal prosecution caseload, it is important that the Office be located in close proximity to the Hennepin County Government Center and the Public Safety Facility where the District Courts are located and to the Federal Court House. This is of particular concern for the criminal prosecutors because of the significant volume of files that are transported daily to the Hennepin County District Court.
2. Security: The City Attorney's Office is visited every day by many individuals, including victims of crime. The City Attorney's Office must maintain a secure reception area.
3. Confidentiality: Because of the nature of the civil and criminal legal practices, confidential spaces – both offices and conference rooms – must be an element of the City Attorney's Office space.
4. Conference Areas: Frequently, the work of the City Attorney's Office requires meetings with private practitioners, City staff, and members of the public. Depositions and contract negotiations often occur at the City Attorney's Office. Therefore, adequate conference areas are an essential element of the City Attorney's Office space needs.
5. Trial Preparation: Because the City Attorney's Office does most of its civil litigation with in-house resources, any configuration of space for the City Attorney's Office needs to include trial preparation rooms with adequate technology infrastructure.
6. Law Clerk and Student Space: The City Attorney's Office has law clerks and student workers year round, with peak employment occurring during the summer months. Each needs workspace, a computer and a telephone. The office needs 12 small workstations to accommodate law clerks and student workers.
7. File and Storage Space: The Office needs significant space for its files. Even with the advent of electronic filing in federal district court, there is an ongoing need for a significant amount of file and storage space. Given limited availability with archive space in the City, adequate storage space within the City Attorney's Office should be included as an element of the City Attorney's space needs.
8. Law Library: Law books are an important component in the City Attorney's Office. Therefore, a small library is maintained in the office.

Strategic Space and Facilities Plan			
Division	**Current Location**	**Planned Location**	**Planned Action 2007-2011**
Civil Division	Accenture Building 3rd & 4th floor	City Hall	**Current location through 11/09; City Hall thereafter**
Criminal Division	Accenture Building 3rd and 4th floor	City Hall	**Current location through 11/09; City Hall thereafter**
Administration	Accenture Building 3rd floor	City Hall	**Current location through 11/09; City Hall thereafter**
General Notes: The lease at Accenture Building will expire on 11/30/2009. There are no improvements planned for the Office's existing space in the Accenture Building.			

Equipment Plan

Law books are an important component of "equipment" in the City Attorney's Office. Therefore, a small library is maintained in the central Office and certain essential research and reference books are provided to each attorney. The Office's limited library resources are augmented through access to an online legal resource, the City's intranet access to the City's Charter and Code of Ordinances, and internet access to the Minnesota Statutes.

The City Attorney's Office relies on a variety of "communication tools". This term is used broadly to include landline telephones, a telephone dictation system, fax machines, scanners, copiers, and a brief binder. In addition, video equipment is maintained so that evidence can be reviewed by staff and played in Court when needed. All of these pieces of equipment are used to carry out the mission of the City Attorney's Office. All employees have a landline phone. Key individuals, such as investigators, management staff and the domestic abuse paralegal, have a cell phone and pager or PDA. Copiers are maintained by the City of Minneapolis and a per page charge is assessed to the Office.

Equipment needs generally are not specifically funded in the City's annual budget. Therefore, equipment needs are met through salary savings and utilization of funds appropriated for operating costs. An assessment of equipment needs, including library materials, is done annually.

MONITORING OUR PROGRESS
Measures and Targets (aligned with City Goals)

PUBLIC SAFETY

City Goal	City Strategic Direction	Measure Name	2003 Data	2004 Data	2005 Data	2006 Data	2007 Target	2011 Target
1 2 4 6	1 (a) (b) (c) 2 (c) 4 (b) (e) 6 (b) (c) (e)	Review 100% of domestic violence cases for potential felony charges.	100%	100%	100%	100%	100%	100%
		Increase conviction rate on domestic violence cases to 60% by 12/31/08.	47.5%	48%	48%	58%	59%	60%
		Percentage of gross misdemeanor weapons cases charged by the Office that result in conviction.	New Indicator	New Indicator	New Indicator	86%	90%	95%
		Number of gross misdemeanor weapons cases charged by the Office.	New Indicator	New Indicator	New Indicator	195	205	249
		Prosecute 100% of "Top 200" chronic offenders arrested by the Police Department.	100%	100%	100%	100%	100%	100%
		Increase by 5% the number of "Top 200" chronic offenders who are convicted	New Indicator	New Indicator	New Indicator	129	135	200
		Increase conviction rate on livability crime cases to 65%.	New Indicator	New Indicator	New Indicator	56%	58%	65%
		Percentage of cases where a conviction or revocation of sentence is obtained.	New Indicator	New Indicator	New Indicator	New Indicator	74%	90%

<table>
<tr><th>City Goal</th><th>City Strategic Direction</th><th>Measure Name</th><th>2003 Data</th><th>2004 Data</th><th>2005 Data</th><th>2006 Data Projected</th><th>2007 Target</th><th>2011 Target</th></tr>
<tr><td rowspan="5"></td><td rowspan="5"></td><td rowspan="5">Participate 100% in partnerships to improve the criminal justice system.</td><td colspan="6">▪ Continued prescreening of all cases
▪ Attended all CJCC meetings
▪ Continued work on CriMNet implementation; MNCIS implementation
▪ Maintained delegation of authority to the Hennepin County Court Referee to resolve certain misdemeanor offenses</td></tr>
<tr><td colspan="2"></td><td colspan="4">Attend PPM & ISAB meetings</td></tr>
<tr><td>Continued participation in the "Minneapolis Impact Calendar", Community Court, Domestic Violence Court, and Mental Health Court.</td><td>Continued participation in the Community Court, Domestic Violence Court, and Mental Health Court, worked on reorganization of arraignment courts "payable" traffic calendar created.</td><td colspan="4">Continued participation in the Community Court, Domestic Violence Court, Mental Health Court, and Serious Traffic calendar.</td></tr>
<tr><td rowspan="2">Worked on a Livability Crimes Court.</td><td rowspan="2">Worked on reorganization of arraignment courts "payable" traffic calendar created.</td><td>Implement new bail schedule</td><td colspan="3">DWI Court if implemented.</td></tr>
<tr><td>Reduced time involved in "aging" process</td><td colspan="3">Maintain delegation of authority to the Hennepin County Court Referee to resolve certain misdemeanor offenses.</td></tr>
</table>

City Goal	City Strategic Direction	Measure Name	2003 Data	2004 Data	2005 Data	2006 Data	2007 Target	2011 Target
1 2 4 6	1 (a) (b) 2 (a) (c) 4 (b) (e) 6 (b) (c)	Increase by 5% each year the number of community meetings attended and in person contacts made by community attorneys and paralegals.	New Indicator	New Indicator	3,495	7,176	7,535	9,159
		Increase by 2% each year the number of community impact statements prepared and presented.	New Indicator	New Indicator	334	1,557	1,800	1,948
		Increase by 5% each year the number of cases referred to neighborhood restorative justice programs.	281	247	612	880	924	1,123

CIVIL LEGAL SERVICES

City Goal	City Strategic Direction	Measure Name	2003 Data	2004 Data	2005 Data	2006 Data	2007 Target	2011 Target
1 2 3 4 5 6	1 (a)(b)(c) (d)(e) 2 (a)(b)(c) 3 (b)(c) 4 (a)(b)(c) (d)(e) 5 (c)(d) 6 (a)(c)	Liability Payouts resulting from certain of the City's risk generating activities	$9,323,761	$3,655,901	$1,944,765	$1,669,909	$5,000,000	2,500,000
		Number of adverse matters open at year's end	724	904	1,142	999	1,049	2,374
		Number of adverse matters closed each year	493	530	405	893	938	1,140
		Percent & numbers of MPD Officers trained.	New Indicator	New Indicator	100% (750 Officers)	100% (790 Officers)	100%	100%
		Number of completed training requests for new supervisors /employees from HR	New Indicator	New Indicator	New Indicator	New Indicator	Annually	Annually
1 2 3 4 5 6	1 (a)(b)(c) (d)(e) 2 (a)(b)(c) 3 (b)(c) 4 (a)(b)(c) (d)(e) 5 (c)(d) 6 (a)(c)	Conduct an annual survey of elected officials and departmental clientele.	New Indicator	New Indicator	New Indicator	New Indicator		

IDENTIFICATION OF MARKETS, CUSTOMERS, AND EXPECTATIONS

Public Safety

The Office prosecutes gross misdemeanors, misdemeanor and petty misdemeanor offenses on behalf of the State of Minnesota. In addition, the Office prosecutes violations of the City's ordinances on behalf of the City of Minneapolis. Thus, both the State of Minnesota and the City of Minneapolis are primary customers of the Office. Victims of crime and the community itself are beneficiaries of our public safety activities.

The Office's public safety activities are done in conjunction with its criminal justice partners. They include: the Minneapolis Police Department, the Hennepin County Sheriff, the University of Minnesota Police Department, the Minneapolis Park Police, the Minnesota State Patrol, Metro Transit Police, the Hennepin County Attorney, the Hennepin County Public Defender, Hennepin County's Community Corrections Department, the Fourth Judicial District, Minnesota Department of Public Safety and its Bureau of Criminal Apprehension, and the Council on Crime and Justice.

The Office's community partners include neighborhood organizations, neighborhood restorative justice programs, such as the Restorative Justice Community Action, Inc. (RJCA) and Midtown Restorative Justice Program, and the advocacy community – especially the Domestic Abuse Project and the Battered Women's Justice Project. The Office works with neighborhood groups, the business community and individual citizens on community and victim impact statements, which are vital to the prosecution of neighborhood livability crimes.

Civil Legal Services

The City, as represented by the Mayor and City Council members, and its departments, and independent boards and commissions, are the City Attorney's Office clients. Depending upon the nature of the service being provided and the applicability of the attorney-client privilege, individual City employees also may be "clients". More typically, City employees are internal customers and partners with the City Attorney's Office. Because of the unique attorney-client relationship between the City Attorney's Office and its clients, the Office typically does not have external clients. The residents and businesses of the City of Minneapolis are the beneficiaries of the services provided by the Office – particularly the taxpayers in Minneapolis who fund the Office's civil law practice. Clients, residents and businesses expect the City Attorney's Office to deliver high quality and cost effective legal services.

ASSESSMENT OF OTHER MODELS OF PROVIDING SERVICE

Public Safety

Because the Office's prosecutorial resources are insufficient to fully meet service demands, it is important to assess whether these needs can be met in a different way. Alternative service models include:

- Provide only those victim/witness services required by State law: Minnesota law requires certain services be provided to the victims of crime. For nearly 9 years, the City has contracted with the Council on Crime & Justice to provide these services. The current contract expires December 31, 2007. The services provided are more extensive than those required by State law. The City could limit its victim/witness services to State law requirements.
- Perform grant funded activities only to the extent of grant funding received: Since 1997, the City Attorney's Office has received many federal and state grants and state appropriations to augment its prosecutorial services. These include dollars from the Federal Local Law Enforcement Block Grant (now called the "Byrne Memorial Justice Assistance Grant"), grants funded by the Women's Against Violence Act and one-time legislative appropriations. In recent years, the City Attorney's Office lost 5.5 prosecutor positions due to a reduction in grant funds. A stable source of funding needs to be identified to support grant funded activities which are essential to the City Attorney's Office public safety business.
- Increase offenses on the "payables list": Offenses on the "payables list" are generally addressed at the Traffic Violations Bureau. To the extent that more matters are included on the "payables list", this would reduce the number of matters that would be considered in Hennepin County District Court and allow the Office to better align its available prosecutorial resources with matters that are before the Court.

Civil Legal Services

An alternative to the City Attorney's Office strategy for providing civil legal services is:

- Charge City-connected independent boards and commissions for the cost of civil legal services: The City would charge City independent boards and commissions for the actual cost of civil legal services or apply its 2007 finance department liability rate model to the boards and commissions.

RENT ESCROW FUND

The Five-Year Financial Direction requires the Office to reduce its 2007 spending by $150,000.00. The Office will meet this direction by reducing the rent line of the budget by $150,000.00. As was planned in the renegotiation of the Office's lease, the savings achieved by reducing both the Office's leased space and its monthly lease payments are held in an account (rent escrow fund) set up by the Public Works Department. This fund allows the rent budget line to be decreased to meet the requirements of the Five Year Financial Direction.

The Office's lease in the Accenture Building expires on November 30, 2009. Current plans contemplate that the Office will be relocated to City Hall at that time. Currently, departments housed in City Hall are not assessed a rent charge. It has been suggested by the Public Works Department that the Office should plan on an annual $25,000.00 maintenance fee for the space in City Hall. That figure is included for 2010 and 2011. (The 2011 amount assumes a 2% increase in the maintenance fee.)

The 2007 budget figure in the following table is the Office's actual amount budgeted for rent plus 2% projected growth minus the 2007 $150,000.00 financial direction reduction. The subsequent budget figures include a projected 2% growth and the specified financial direction reduction. The reductions required in 2010 and 2011 which cannot be funded through the rent escrow fund will be achieved through elimination of positions.

Five-Year Financial Direction Reduction

Year	Reduction Amount	Total Rent Budget	Base Rent Due Plus Projected CAM & Tax	Rent Escrow Fund Balance
2007	$150,000	$418,105	$597,375	$865,272
2008	$150,000	$276,467	$618,646	$523,093
2009	$100,000	$181,996	$584,966	$120,123
2010	$100,000	$25,000	$25,000	
2011	$100,000	$25,500	$25,500	