

**CITY OF MINNEAPOLIS
CITY ATTORNEY'S OFFICE
2010-2014 BUSINESS PLAN**

SEPTEMBER 2010

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WHO ARE WE?

MISSION

Our mission is to enhance public safety, serve justice and vigorously represent the interests of the City of Minneapolis and its residents by holding criminal offenders accountable and delivering the highest quality, cost effective legal services.

VALUES

City values:

- Strong, strategic relationships
- Engagement and empowerment
- Results-driven
- Informed decision-making
- Transparency and accountability
- Ethical and respectful behavior
- Inclusive and diverse
- Sustainability and stewardship

Our office values:

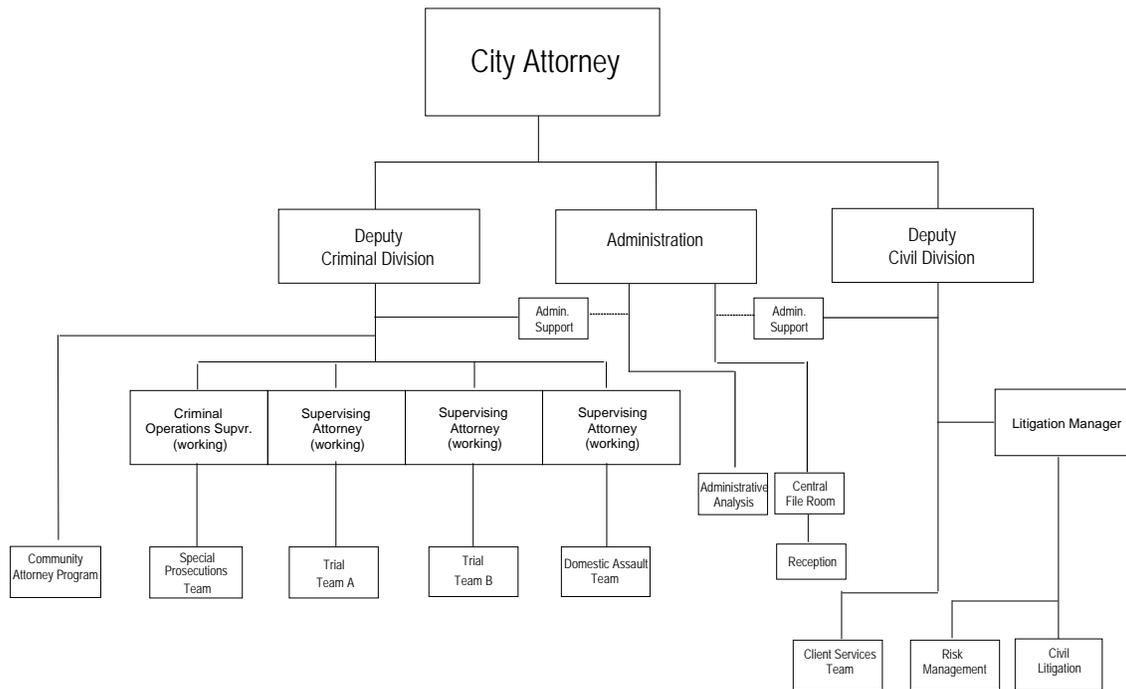
- Excellence in our work
- Conduct governed by the highest ethical standards, integrity and principles of justice
- A work environment that is respectful, diverse and engaged
- A results-driven, problem solving orientation to our work
- Collaboration in working with clients, system partners, other governmental units and the community
- Prudent stewardship of the public's money
- Work that merits the public's trust and confidence

BUSINESS LINE DESCRIPTIONS

The City Attorney's Office has two business lines. They are:

1. Criminal Division: Prosecutes all adult misdemeanor, gross misdemeanor and petty misdemeanor crime in the City of Minneapolis.
2. Civil Division: Delivers legal services for City clients and provides litigation representation.

ORGANIZATION CHART



WHAT DO WE WANT TO ACHIEVE?

VISION

We envision a City Attorney's Office that consistently delivers excellent legal services in partnership with our City clients and the community in achieving a safe, thriving city that works.

DEPARTMENT GOALS, OBJECTIVES AND MEASURES (ALIGNED WITH CITY GOALS)-

GOALS, OBJECTIVES AND MEASURES TABLE

PUBLIC SAFETY

City Goal	City Strategic Direction	Department Goal	Objective	Measure
A Safe Place to Call Home	Domestic Violence focused on and fought. Sustain gains against violent crime.	Domestic violence deterred through the "Minneapolis Model."	Improve case outcomes by enhancing evidence-based prosecution of domestic violence offenses using a best practices protocol: the "Minneapolis Model."	Conviction rate for domestic violence cases.
				Conviction rate for "enhanceable" domestic offenses.

				Number of days revoked per year for probation violations.
			Increase number of gone-on-arrival (GOA) cases successfully charged and prosecuted for domestic violence offenses.	Number of GOA cases charged
A Safe Place to Call Home; Jobs and Economic Vitality	Collaborative communities prevent crime; Welcoming neighborhoods; Guns, gangs, graffiti gone; Strong commercial corridors, thriving business corners	Reduce repeat livability crime to create welcoming neighborhoods and a thriving downtown.	Maintain community prosecution model and aggressive prosecution of chronic offenders.	Average recidivism rate for Top 200.
				Average numbers of new arrests or police contacts per top offender.
				Number of Top 200 offenders convicted per year.
				Number of enhancements for gross misdemeanor trespass.
				Number of geographic restrictions obtained.
			Increase chronic offender compliance with probation conditions by aggressively pursuing violations.	Number of days revoked per year for probation violations.
			Chronic offenders in downtown are focused on and addressed (Downtown 100 initiative).	Number of DT 100 offenders convicted per year.
				Average recidivism rate for Downtown 100.
				Number of offenders referred to social service programs.
				Number of geographic restrictions obtained.
			Utilize, support and seek to expand opportunities for problem solving courts.	Number of defendants served through problem solving courts.
A Safe Place to Call Home	Collaborative communities prevent crime; Welcoming neighborhoods; Guns, gangs, graffiti gone; Strong commercial corridors, thriving business corners	Violent crimes are aggressively prosecuted.	Improve case outcomes through better evidence, trial preparation and victim witness services.	Conviction rate for cases resolved at trial stage.
			DWI offenders are held accountable.	Conviction rate in DWI cases.
			Reduce illegal guns through aggressive prosecution of weapons offenses.	Conviction rate in weapons cases.
A Safe Place	Collaborative	Enhance the effectiveness	Work with criminal justice	Measures TBD

to Call Home; A City That Works	communities prevent crime; Strong partnerships; Optimal use of technology	and efficiency of the criminal justice system.	partners to identify and implement changes to improve effectiveness and efficiencies of system.	
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CIVIL LEGAL SERVICES

City Goal	City Strategic Direction	Department Goal	Objective	Measure
A City That Works	21 st Century Government Tax burden managed and sustainable	Provide high quality legal services to better inform client decision making and achieve desired results.	Clients receive timely, quality legal work and advice.	Annual Survey/Review with Client Departments.
			Maximize City results by improving negotiation ability of CAO staff and client representatives.	Measures TBD.
A City That Works	21 st Century Government Tax burden managed and sustainable	Minimize civil liability of City.	Prevent liability by identifying potential risks and provide advice and training to reduce risks.	Percent of matters with risk review; client follow-up as appropriate.
				Number of new adverse lawsuits opened per year.
			Provide high quality, aggressive defense of claims and litigation against the City.	Liability payouts by department and by type.
				Number of cases resolved in court vs. settled.
				Win/loss record for cases resolved in court.

MEASURES, DATA AND TARGETS TABLE

Measure Name	2006	2007	2008	2009	2010 Target	2014 Target
Conviction rate for domestic violence cases.	58%	54%	61%	66%	70%	70%
Conviction rate for "enhanceable" domestic offenses.	New Measure	New Measure	New Measure	New Measure	Increase by 2%	Increase by 2% per year
Number of days revoked per year for probation violations in domestic cases.	New Measure	New Measure	New Measure	New Measure	Data being gathered	≥ 2010 Target
Number of Gone-on-Arrival cases charged.	New Measure	New Measure	New Measure	New Measure	Tactics implemented	Tactics implemented
Measure related to developing "Minneapolis Model" protocol.	New Measure	New Measure	New Measure	New Measure	TBD	TBD
Average recidivism rates for Top 200.				48% reduction	50% reduction	60% reduction
Average numbers of new arrests or police contacts per top offender.				42% reduction	40% reduction	40% reduction
Number of Top 200	129	130	146	136	140	150

offenders convicted.						
Number of enhancements for gross misdemeanor trespass.	9	64	84	58	60	70
Number of geographic restrictions obtained.	N/A	N/A	30	94	100	125
Number of days revoked for probation violations.	New measure	New measure	New measure	New measure	Data being gathered	Measure TBD
Number of convictions of Downtown 100 offenders.	New initiative	New initiative	New initiative	New initiative	Data being gathered	Measure TBD
Average recidivism rate for Downtown 100.	New initiative	New initiative	New initiative	New initiative	Data being gathered	Measure TBD
Number of offenders referred to social service programs of Downtown 100 offenders.	New initiative	New initiative	New initiative	New initiative	Data being gathered	Measure TBD
Number of geographic restrictions imposed for Downtown 100 offenders.	New initiative	New initiative	New initiative	New initiative	Data being gathered	Measure TBD
Conviction rate in DWI cases	N/A	N/A	N/A	97%	93%	95%
Conviction rate for weapons cases.	N/A	86%	83%	83%	85%	88%
Civil Measures						
Annual Survey/Review with Client Departments.	New initiative	New initiative	New initiative	New initiative	New initiative	100% on key measures
Negotiation initiative - TBD						
Liability payouts from some of the City's risk generating activities.	\$1,669,909	\$9,265,492* *Duy Ngo (\$4.5M); Metro Produce (\$2.3M)	\$1,330,938	\$2,888,145	\$2,200,000	\$2,000,000
Percent of cases resolved in court vs. settled	N/A	N/A	41% resolved in court vs. 59% settled	53% resolved in court vs. 47% settled	55% resolved in court	60% resolved in court
Percent of matters with risk review; client follow-up as appropriate.	New initiative	New initiative	New initiative	New initiative	New initiative	100%
Number of new adverse lawsuits opened per year.	348	356	246	315	250	225

WHAT RESOURCES ARE WE GOING TO USE?

Trends Related to Department Financial Resources

Budget Structure: No change is anticipated with the current budget structure. The City Attorney's Office Criminal Division is funded by General Fund dollars and some grant funding; 6.5 essential positions are supported through grant funding. The Civil Division is funded by the Self Insurance Fund. The department budget is 74% personnel costs (salary and fringe). Over the last few years other lines have been reduced as much as possible leaving reduction of positions one of the only remaining options for cutting expenses in the event of a future reduction in the operating budget.

Declining Financial Resources: Since the Criminal Division is funded solely by the General Fund, the division has had several budget adjustments over the last couple of years due to reductions in local government aid. Grant funding has increased slightly. The impact of those GF adjustments includes:

- Loss of two criminal attorneys and two paralegals since 2008 through attrition who have not been replaced
- Elimination of two community paralegal positions. (The 3rd and 5th precincts and the 2nd and 4th precincts share paralegals, which reduces the efficiency of the community attorneys in those precincts)
- Elimination of all vacant positions in the criminal division
- Elimination of all paid criminal law clerks (now relying on volunteers)

The Civil Division, funded through the Self-Insurance Fund, has eliminated three positions as a consequence of budget reductions over the past couple of years.

Technology Integrations and Systems: The City Attorney's Office case management system, Practice Manager, is integrated with the Hennepin County District Court computer system, the police department's CAPRS system and is in the early stages of providing electronic discovery to the Hennepin County Public Defender's Office. Continued expansion in electronic integration is a given, not an option. Integrations, however, are complex and expensive. Integrations at times create problems within the data stored in the case management system, and when integration systems change, are upgraded or new ones are added, BIS expenses are incurred by our office to adapt our system to these changes and upgrades.

In addition to the costs related to the case management system and integrations, the office has experienced a significant increase in BIS costs since 2005 despite efforts to reduce asset counts.

Business Process Improvement: The office has completed business process improvement projects on crime victim services, file room operations and will soon initiate a project to improve efficiencies in managing discovery and case preparation in the civil litigation process. These initiatives have resulted in improved operations and efficiencies.

As a result of the crime victim Business Process Improvement project, the contract for victim witness services has been incrementally reduced over the last several years. In 2010, the office determined that the contractor could reduce a position by reorganizing how the work is done. In 2011, the office will be terminating the contract and through the efficiencies achieved through the Business Process Improvement project, victim witness services are being brought in-house with additional budget savings.

With the business process improvement project in our file room, we have been able to eliminate one position.

CAO Strategies for Addressing Trends

In analyzing possible budget reduction strategies the office considers City and department goals.

Strategy	Related Trend	Timeline	Measurement
Reorganize crime victim services.	Declining Financial Resources Business Process Improvement	1 st Qtr. 2011	Anticipated savings is realized in 2011 and cost effective program is established. Continued compliance with the victim rights statute
Utilize budgetary leave	Declining Financial Resources	1/1/11 – 12/31/11	Budget amount saved through budgetary leave.
Seek appropriate grant opportunities	Declining Financial Resources	1/1/11 – 12/31/14	Grant dollars received.
Complete civil litigation BPI project	Business Process Improvement	1/1/11 – 12/31/11	Business process improvements implemented.
Reducing personnel costs by not filling positions after employees leave/retire	Declining Financial Resources	1/1/11 – 12/31/11	Number of newly created vacant positions that remain vacant during 2011.

City of Minneapolis
City Attorney- Civil
Financial Plan

	2008 Actual	2009 Actual	2010 Current Budget	2010 Projected	2011 Budget	% Chg from 2009 Budget	2012 Forecast	2013 Forecast	2014 Forecast	2015 Forecast
Revenues:										
Charges for service- Law Clerks	106	-	20,000	-	10,000	-50.0%				
Other Misc revenue	29,983	13,874	10,000	8,000	10,000	0.0%	10,000	10,000	10,000	10,000
Revenues to meet the financial forecast: CLIC and/or grant funding for Technology			-		-		-	-	-	-
Total	30,089	13,874	30,000	8,000	20,000	-33.3%	10,000	10,000	10,000	10,000
Expenditures:										
Salary	3,227,516	3,248,211	3,553,177	3,350,404	3,676,228	3.5%	3,768,134	3,862,337	3,958,895	4,057,868
Fringe	838,522	892,533	1,111,284	941,576	1,103,887	-0.7%	1,203,237	1,311,528	1,429,566	1,558,227
Contractual	909,572	1,280,524	1,327,286	1,513,320	1,193,954	-10.0%	1,235,742	1,278,993	1,323,758	1,370,090
Material	148,274	120,051	143,286	78,788	158,919	10.9%	164,481	170,238	176,196	182,363
Expenditure changes to meet the financial forecast: Workforce Succession (mentoring) exp Step increase above salary incr allowed in fin Retirements (decr sal exp w/new employee) Technology Capital										
Total	5,123,884	5,541,319	6,135,033	5,884,088	6,132,988	0.0%	6,371,594	6,623,097	6,888,416	7,168,547
Difference	(5,093,795)	(5,527,445)	(6,105,033)	(5,876,088)	(6,112,988)		(6,361,594)	(6,613,097)	(6,878,416)	(7,158,547)

City Attorney- Criminal
Financial Plan

	2008 Actual	2009 Actual	2010 Current Budget	2010 Projected	2011 Budget	% Chg from 2010 Budget	2012 Forecast	2013 Forecast	2014 Forecast	2015 Forecast
Revenues:										
Charges for services- Crim Discovery	8,390	7,716	10,000	5,600	10,000	0.0%	10,000	10,000	10,000	10,000
Charges for services- DWI Veh forf formerly 150 Liab					15,000		15,000	15,000	15,000	15,000
Other Misc Rev (08 was bad debt writeoff)	(11,040)	319	-	-	-		-	-	-	-
Revenues to meet the financial forecast: CLIC and/or grant funding for Technology			-		-		-	-	-	-
Total	(2,650)	8,035	10,000	5,600	25,000	150.0%	25,000	25,000	25,000	25,000
Expenditures:										
Salary	3,686,320	3,967,055	3,936,311	3,946,581	4,033,888	2.5%	4,134,735	4,238,104	4,344,056	4,452,658
Fringe	1,012,065	1,152,298	1,190,034	1,208,124	1,288,431	8.3%	1,404,390	1,530,785	1,668,556	1,818,726
Contractual	2,305,808	2,279,342	2,508,022	2,518,771	2,298,348	-8.4%	2,378,790	2,462,048	2,548,220	2,637,407
Material	173,172	122,637	184,109	145,000	190,335	3.4%	196,997	203,892	211,028	218,414
Expenditure changes to meet the financial forecast: Workforce Succession (mentoring) exp Step increase above salary incr allowed in fin direction Retirements (decr sal exp w/new employee) Technology Capital										
Total	7,177,365	7,521,332	7,818,476	7,818,476	7,811,002	-0.1%	8,114,912	8,434,828	8,771,859	9,127,204
Difference	(7,180,015)	(7,513,297)	(7,808,476)	(7,812,876)	(7,786,002)		(8,089,912)	(8,409,828)	(8,746,859)	(9,102,204)

WORKFORCE PLAN

Projected Timeline – List ST for Short-term, LT for Long-term and timeline for completion

Status – List NS for Not Started, IP for In Progress, or C for Completed

Key Workforce Objective	Action Items	Projected Timeline	Status	Measurement (identify if possible)
Workforce Development	Provide training for attorney staff so that attorneys have the substantive knowledge required to complete their work.	LT	IP	Have annual knowledge based training program in place and document completion.
	Initiate a skill development training program on topics determined to be pertinent to some or all attorney staff.	LT	IP	Have annual skill development training program in place and document completion.
	Train new and existing victim-witness personnel in program and technology changes; move system toward paperless operation.	ST	IP	Document training of all VWA's in new program/system.
	Select functions and cross train support staff from both divisions to provide back up support in either area when needed. Functions would include front desk, time sheets, brief preparation, criminal file preparation, Practice Manager disposition and other data entry, print criminal complaints, warrants, subpoenas.	ST	IP	Track number of functions staff cross trained in handling. Informal tracking of utilization of cross trained staff.
	Review work flow process and procedures to ensure that attorney and support functions (paralegal, LSS, OSS) are properly defined, properly assigned and performed in the most efficient and productive manner.	LT	IP	Complete BPI projects in crime victim services, file room and Civil Division. Attorneys, Paralegals and Support Staff are able to efficiently and correctly complete tasks assigned.
	Maximize benefit from technology advances by providing training to staff on use of Practice Manager and other systems, and by setting basic expectations for use of these systems.	LT	NS/IP	Use expectations developed and communicated and training sessions completed.
Succession Planning	In the Civil Division assign attorneys to work in specialty areas to begin to learn that area of practice.	LT	IP	Identify attorneys in specialized areas of practice and staff candidates for skill development in specialized

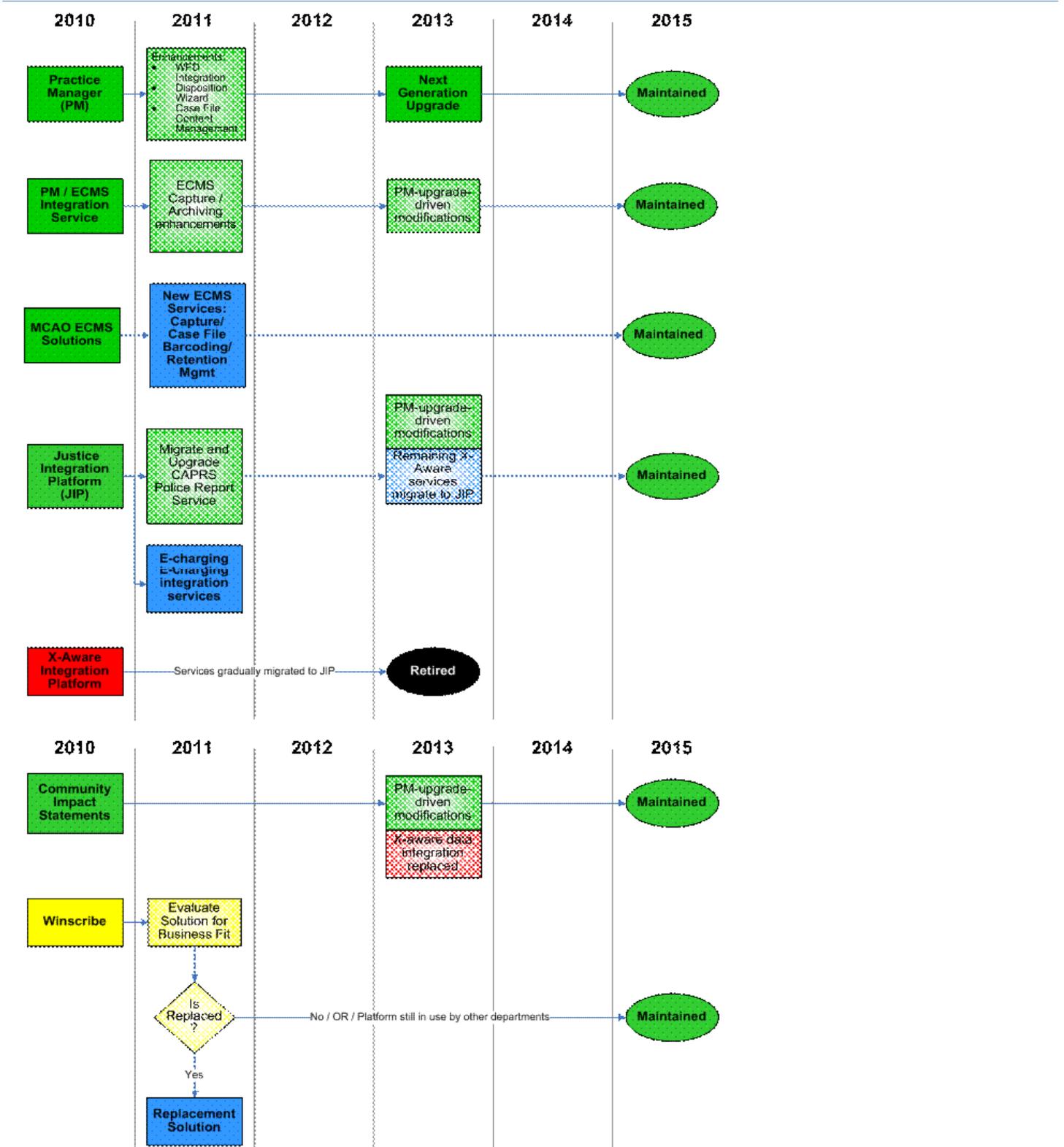
				area.
Succession Planning (con't)	Manage staffing levels so that a training program can be established and implemented to allow adequate time to mentor attorneys in litigation and other areas.	LT	NS	Financial resources are identified that will allow time for senior lawyers to train junior lawyers in specialty areas; mentoring program established.
	Seek amendment of language in collective bargaining agreement (CBA) to provide greater flexibility in hiring lawyers experienced in specialty areas when needed.	LT	NS	CBA amended.
	In the Criminal Division rotate staff members through different assignments to better prepare them to fill vacancies when they arise.	LT	IP	Increase the number of staff members with experience in different assignments within the criminal division.
	Initiate a formal review of job descriptions so that external and internal support position candidates have broad range of professional skills when being considered for a position.	LT	NS	Job posting and job descriptions accurately reflect range of skill needed for support positions.
	Develop a succession plan for internal positions closely linked to technology, Practice Manager and integration systems; develop greater technical expertise among staff.	LT	NS	Identify staff in technically specialized areas and staff candidates for skill development in technically specialized areas.
Employee Survey Response	In response to the 2009 Employee Survey leadership and staff will develop and implement strategies and action steps to improve employee involvement within the CAO.	LT	IP	Compare 2009 survey results in this category to future employee survey (2011) and record activities in Kenexa online system.
	For the 2009 and all future surveys provide opportunities for communication with staff about employee surveys and plans for improvement.	LT	IP	Compare progress made on survey results over time.
Diversity Strategy	Maintain focus on hiring a diverse workforce through affirmative outreach and recruitment of potential employees.	LT	IP	Maintain or increase staff diversity.
	Continue to participate in the Minnesota Minority Recruitment Conference (MMRC) and Annual Minority Law Clerk Reception sponsored by the Hennepin County Attorney's Office.	LT	IP	Maintain or increase staff diversity.

	Maintain a respectful, inclusive environment within the office through training and development.			Employee survey results.
<i>Other Objectives</i>				

TECHNOLOGY PLAN

3. Technology Solution Roadmap

3.1. Roadmap



3.2. Technology Projects List

Project	Year Started	Year Ended	Projected Cost	Funding Status
MCAO-eDiscovery-Phase-2-880F0406	2010	2011	100K – 150K	Project definition initiated
Wireless Courtroom Remote Access Project	2007	2011	\$6K	Pilot evaluation in progress.
MCAO-Pract-Mgr-Enhancements-880F0452	2010	2011	\$60K to \$80K	Project definition initiated
Winscribe Upgrade 2011	2010	2010	\$2K	TBD
Large Electronic File Transfer Project	2011	2011	TBD	TBD
Practice Manager Next-Generation Upgrade (Also may drive modifications to other solutions that integrate with PM)	2013	2014	TBD	BIS will work with MCAO to evaluate impact of the changes and ensuing costs.
X-Aware Replacement / Migration	2013	2013	TBD	Cost will depend on how many of the services are still operating on the X-Aware platform.