



**Saint Paul** Minnesota  
*The most livable city in America*

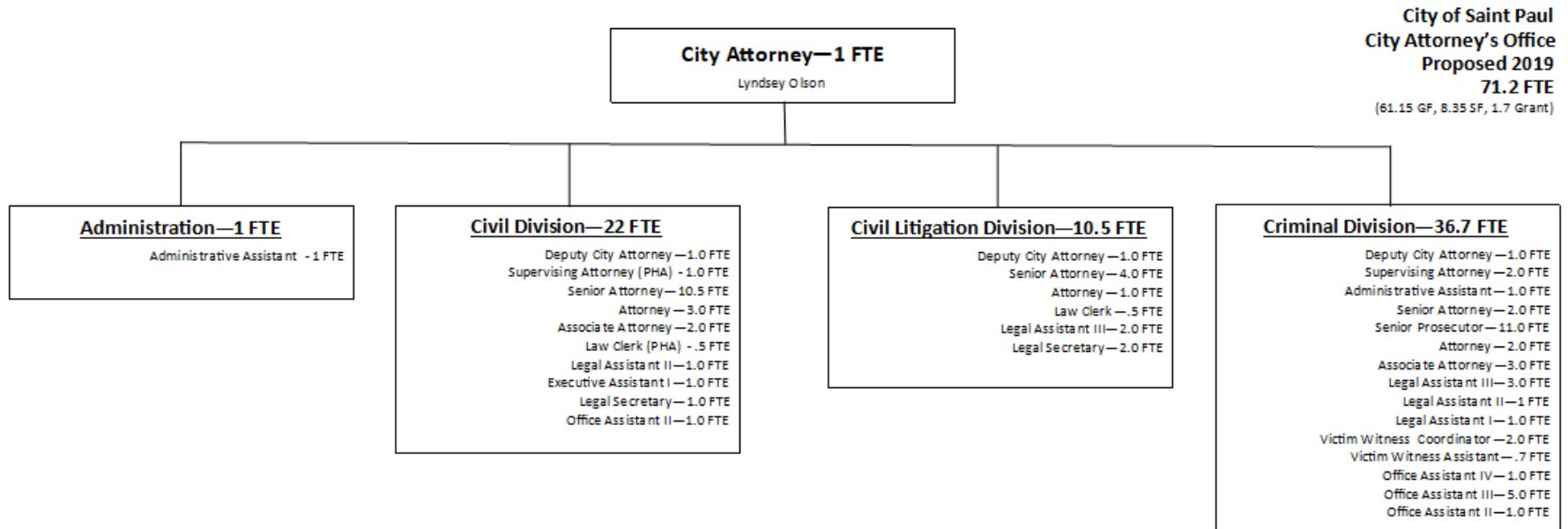
# **2019 Proposed Budget Presentation to the City Council**

**October 10, 2018  
City Attorney's Office**

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# Organization Chart



## **Additions in Proposed Phase:**

- .5 Spec Fund Sr Atty for HRA
- 1 Attorney: Immigration - Civil
- 1 Assoc Attorney: Data Practices - Civil
- 1 Assoc Attorney: Criminal

# Business Line Descriptions

City of Saint Paul  
City Attorney's Office  
May 2018

## City Attorney

### Administration

- ◆ Budget & Finance
- ◆ Human Resources Liaison
- ◆ Office Management
- ◆ Website and Social Media Development

### Civil Division

- ◆ Economic Development: Drafting ordinances, resolutions, contracts and conveyances; performing legal research; and advising PED/HRA, the Real Estate Division of OFS, on economic development, housing, real estate, special assessments, leases and other related matters.
- ◆ City Services: Drafting ordinances, resolutions, and contracts, performing legal research, advising City departments and representing the City in administrative matters for the departments of DSI, HREED, Parks, Libraries, Fire, Police, Public Works, Water, OFS, and OTC.
- ◆ Labor Relations & Employment Law: Drafting ordinances, resolutions and other documents; performing legal research, advising Human Resources and Labor Relations regarding negotiations, grievances, civil service commission cases and other related matters. Representing the City in labor grievances, interest arbitrations, and administrative charges of discrimination.
- ◆ Special Services:
  - General Counsel and litigation services to the Public Housing Agency of the City of St. Paul.
  - General Counsel services to the Port Authority of the City of Saint Paul.
  - General Counsel services to the RiverCentre Convention and Visitors Authority and Foundation.
  - General Counsel services provided to the Mayor and to the City Council.

### Civil Litigation Division

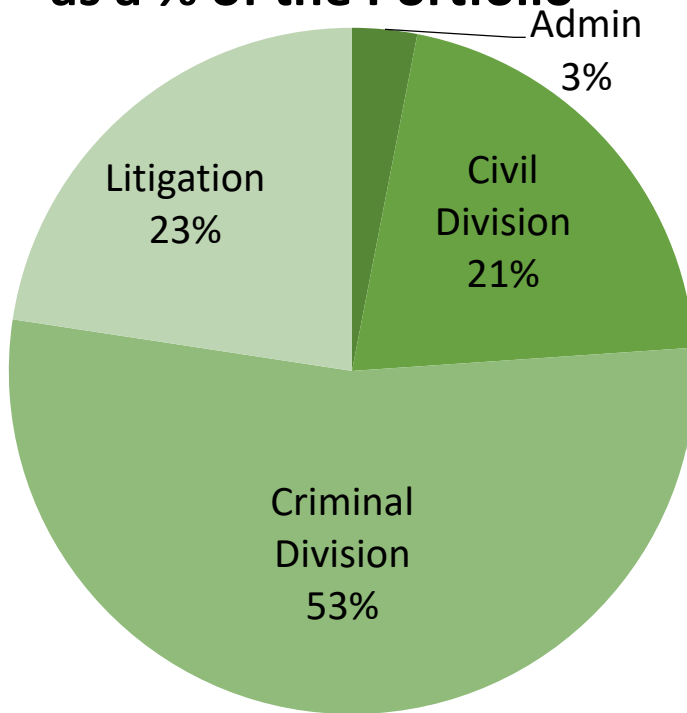
- ◆ Defend the City, its employees, and public officials in civil litigation at the trial and appellate levels in both state and federal courts.
- ◆ Conduct in-depth legal research and analysis to evaluate the City's liability exposure and obtain a favorable resolution of each case.
- ◆ Offer recommendations to aid departments in managing against future risks and liabilities and encourage the departments involved in civil litigation to develop effective strategies to avoid similar litigation in the future.
- ◆ Initiate civil actions to gain compliance with the law and recover monies owed to the City of Saint Paul.

### Criminal Division

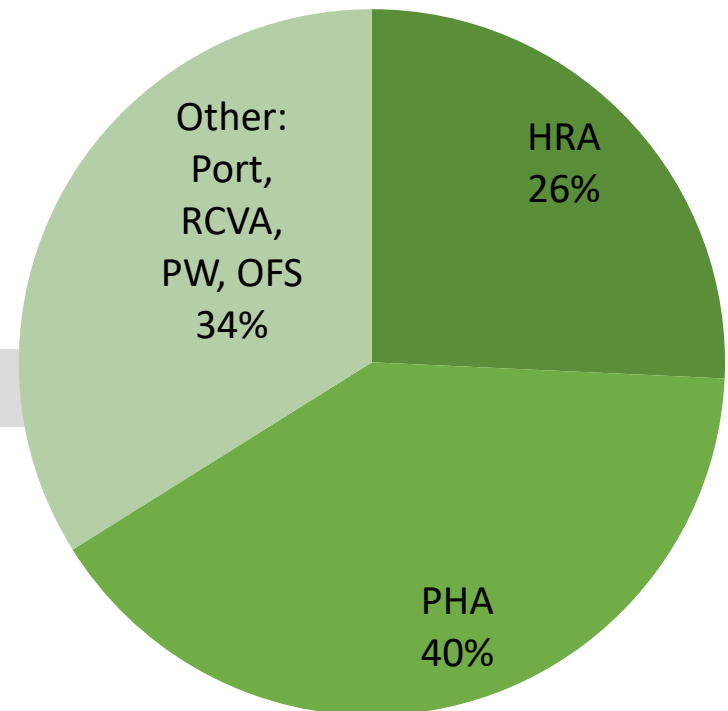
- ◆ Prosecution of approximately 13,000 criminal cases annually.
- ◆ Filing of formal criminal complaints via the eCharging system.
- ◆ Authoring legal memoranda, motions and appellate briefs.
- ◆ Criminal trial practice.
- ◆ Crime victim outreach and contact.
- ◆ Daily court appearances at both custody and non-custody arraignments.
- ◆ Oversee and provide representation in specialty courts: DWI Court, Veteran's Court, Mental Health Court, and the Diversion Administrative Calendar.
- ◆ Management of the Bridges for Safety Gone on Arrival Program ("GOA").
- ◆ Ongoing implementation and advancement of the St. Paul Blueprint for Safety.
- ◆ Operation of the Community Justice Unit (CJU) throughout St. Paul's neighborhoods.
- ◆ Conduct trainings, presentations, CLEs on various legal topics with law enforcement and the legal community.

# CAO Business Line Portfolio for General and Special Funds

**General Fund Business Lines  
as a % of the Portfolio**



**Special Fund Business Lines  
as a % of the Portfolio**





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# Strategic Objectives

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# City Attorney's Office

## MISSION

**We seek justice through law, balancing accountability and equity and building prosperity while protecting the interests of the entire Saint Paul community.**

## VALUES

**Respect:** We maintain an inclusive culture that honors the rights and experiences of all, encourages dialogue, and fosters patience and humanity.

**Integrity:** We act with courage and conviction and speak truth. We are accountable and faithful to the rule of law and professional ethics.

**Service to Community:** We work to benefit the community by connecting and engaging with each other and all of St. Paul.

**Excellence:** We strive for perpetual improvement, scholarship and intellectual curiosity, proactive collaborative solutions, in order to produce better results for the city.

*As of 9/1/18*



# CAO STRATEGIC PLAN

## INCLUSION

### LINE OF EFFORT: INNOVATIVE LEGAL SOLUTIONS

LINE OF ACTION: Equitable Prosecution Interventions  
LINE OF ACTION: Procedural & Financial Justice  
LINE OF ACTION: Treatment Courts & Diversion  
LINE OF ACTION: Advocacy & Stewardship

### LINE OF EFFORT: SUSTAINABLE LEGAL PROCESS

LINE OF ACTION: Best Practices and Education  
LINE OF ACTION: Preventative Law Integration  
LINE OF ACTION: Facilitating Due Process

### LINE OF EFFORT: ACCESS TO JUSTICE

LINE OF ACTION: Community Justice Unit  
LINE OF ACTION: Victim Witness Services  
LINE OF ACTION: Accessible Resources and Services  
LINE OF ACTION: Community Partnership

**MISSION:** We seek justice through law, balancing accountability and equity, and building prosperity while protecting the interests of the entire Saint Paul community.



# Strategic Objectives

Innovation	Resilience	Equity	Department Strategic Objectives	Mayor's Strategic Objective(s)
			Innovative Legal Solutions: Using creativity to enhance performance, consistent improvement in process, creative solutions, best practices, evolution.	Economic Justice Lifelong Learning Community-first Public Safety
			Inclusion: Engaging departments, outreach, collaboration, community minded approach, seeking variety of perspectives.	Economic Justice Lifelong Learning Community-first Public Safety
			Sustainable Legal Process: Preventative law, proactive advising, long range planning, commitment to education, building supportive framework and foundations.	Economic Justice Lifelong Learning Community-first Public Safety
			Access to Justice: Breaking down barriers, communication, responsiveness, using available means to serve clients and community.	Economic Justice Lifelong Learning Community-first Public Safety



# Innovative Legal Solutions

Goals	Performance Measures	Targets for 2017/2018	Current Performance	Targets for 2018/19	Targets for 2020/2021
<b><u>ADVOCACY AND STEWARDSHIP</u></b>  <b>CIVIL &amp; LITIGATION DIVISIONS</b>  1. Legalfiles implementation.	a. Reduction in work hours spent searching and recreating documents  b. Increase in coordination between divisions	N/A: item not included in CAO 2017-18 budget.	a. Selected the file management system in April 2018. Current file management system is no longer supported by vendor.	a. Create system and define keywords and categories for file management  b. Load current files and train for loading 100% of new/ongoing files into system	Use data to guide assigning work.  Use data to look for areas of concern and opportunities to be proactive.
<b>CIVIL LITIGATION DIVISION</b> Preserve potentially relevant evidence in anticipation of litigation by electronically generating litigation holds/preservation letters and tracking City's retention of such evidence as required by state and federal court rules. <i>(Sustainability also)</i>	a. Reduction in claims alleging failure to maintain required litigation holds.  b. Avoidance of court sanctions for failure to maintain required litigation holds.	N/A: item not included in CAO 2017-18 budget.	The CAO's current system does not generate, maintain or track litigation holds. All litigation holds and client responses are manually generated, distributed and monitored by individual CAO staff members.	a. Purchase and implement LegalFiles practice management system by December 1, 2018.  b. Migrate all manually created litigation holds into LegalFiles.  c. Provide department directors with quarterly reports regarding department's information subject to active litigation holds.	Integrate communications on matters and documents subject to litigation holds and documents disclosed pursuant data requests.

# Innovative Legal Solutions

Goals	Performance Measures	Targets for 2017/2018	Current Performance	Targets for 2018/19	Targets for 2020/2021
<b>CRIMINAL DIVISION</b>  <u>TREATMENT COURTS AND DIVERSION</u> Offer problem solving justice through innovative programming and alternatives to prosecution.  <u>EQUITABLE PROSECUTION INTERVENTIONS</u> Identify issues and tailor initiatives to eliminate racial bias in criminal prosecution through focused research partnership with U of M.  <u>PROCEDURAL &amp; FINANCIAL JUSTICE</u> Promote equity and continued reform of the criminal justice system through leadership and innovation around traffic offenses, bail, and probation revocation rates.	Evaluation of all eligible defendants. Increase percentage of defendants in diversion	Recreate and expand Community Prosecution team to Community Justice Unit  New "no jail" policy for certain driving and traffic offenses and mandatory CFDs.	Criminal Division was active in drafting and testifying for new legislation to eliminate collateral consequences associated with certain driving offenses.  Through treatment and diversion courts, offenders take responsibility for their actions while also getting connected to needed services and support.	Community Justice Unit (CJU)  Implement robo-texting court date notification to address failure to appear and decrease warrant rate  Increase Treatment Courts referrals by 20%  Stand up theft diversion program	Full-implementation of robo-texting with resulting improved court appearance rates and decrease in active warrants.  Increased DDP enrollment
	Trend analysis showing decreasing numbers in race-based outcomes	Data driven prosecution to counter implicit bias. Implementation of Equitable Prosecution Interventions ("EPI")	Equitable Prosecution Interventions (EPI): In partnership with the SP Innovations Department and University of Minnesota, the Division is conducting data exploration of prosecutors' decision points in order to identify if and how implicit bias affects decisions and propose interventions.	Publicize Driver Diversion Program and increase participation	EPI fully operational and quarterly reports guide performance and decision making.
	Evaluation of all eligible defendants. Decrease in incarceration rates related to non-payment of fines and fees, bail and probation revocation  Decrease in percentage of warrants and FTA		Continued successful diversion of 1200 cases annually. Begin design for broadening diversion further.	Diversion Court - Expand diversion to more defendants. Target 100 cases per month.  Data driven prosecution to counter implicit bias. Implementation of Equitable Prosecution Interventions ("EPI")  Bail team formation and bail policy  Work with all division prosecutors as well as the public to identify interventions for eliminating racial bias in charging.	As part of the CJU, operate a Financial Justice component of the unit.  Seek to improve and expand access to the diversion programs

# Inclusion

Goals	Performance Measures	Targets for 2017/2018	Current Performance	Targets for 2018/19	Targets for 2020/2021
<p>Integrate community feedback into CAO initiatives</p> <p>Hold all office meetings and social events to encourage exchange of information and ideas between divisions</p> <p>Implement career development path for lawyers and require cross assignment between divisions</p> <p>Reform employee review structure and evaluation criteria - align values, beliefs, behaviors</p> <p>Officewide participation in Equity Change Team work</p> <p>Increase personnel diversity</p> <p>Provide Collaborate and Wellness Spaces</p> <p>Use of S/W/MBE for office contracting whenever possible</p> <p>Consistently seek broad base of office staff and attorney feedback and opinion</p>	<p>Measurable positive effects of CAO programs on broad cross-sections of community</p> <p>Host quarterly all office events, CAO-led CLEs and Elimination of Bias CLE each year</p> <p>Healthy attrition rate with increase in overall employee satisfaction</p> <p>Participation of all CAO in Equity education and interactions</p> <p>Ensure wide advertising of open positions to encourage applicants of diverse backgrounds</p> <p>Update outside counsel list and use S/W/MBE contracting list</p> <p>Implement systems for management/employee interaction</p>	<p>Equity Change Team events</p> <p>Addition of equity criteria to performance evaluation</p>	<p>Implemented Quarterly All-Office Meetings</p> <p>Stood up CLE Committee</p> <p>Developed CAO mission, values and formulation of strategic objectives and plan</p> <p>Meet with all employees. Identify CAO strengths and weaknesses and low hanging fruit for positive change</p> <p>Management and Leadership training</p>	<p>Create and put out application for CAO Community Advisory Board</p> <p>Provide equity in job descriptions and</p> <p>Continuation of All-Office meetings and interactions</p> <p>Stand Up CAO Operations Committee to provide formal channel and collaboration between divisions and management of aspects of office operations</p> <p>Reformat office space and create collaborative and wellness spaces</p>	<p>Integrate Equity Change team programs, CLE Committee and Operations Committee to increase all office education and interchanges</p> <p>Continue consistent community input and evaluation of CAO programs/initiatives</p>

# Inclusion

Goals	Performance Measures	Targets for 2017/2018	Current Performance	Targets for 2018/19	Targets for 2020/2021
<p>Create a “pipeline” from law school to the CAO by recruiting and offering internships to law students of color.</p> <p><b>CRIMINAL DIVISION</b> Prosecution efforts and programs are responsive to issues identified by community (e.g. ICE, expungements, DANCOS, traffic matters)</p> <p>Partner with Law enforcement and other criminal justice system stake holders to benefit community (e.g. warrant day, mental health/regions)</p>	<p>Outreach conducted to law schools with emphasis on affinity groups to ensure law students of color receiving access and information on internships with CAO criminal division.</p> <p>Regular, monthly meetings conducted with St. Paul residents (outside of those hosted by SPPD). Track, evaluate and implement solutions identified and that respond to resident-identified livability problems.</p> <p>Number of warrants resolved via warrant resolution events; decrease in active misdemeanor warrants annually.</p> <p>Regular communication and collaboration with Regions staff and SPPD for best response to criminal incidents at Regions.</p> <p>Shortened timeline for offenders held in custody for Rule 20 (psych. eval. for competency).</p>	<p>Law student of color interning in criminal division during 1-2 academic semesters annually.</p> <p>Two(2) community contacts/meetings per month.</p> <p>Conduct one Warrant Resolution Day.</p> <p>Annual dismissal of all misd. Warrants over 5 years old.</p> <p>Establish a working group focused on MI offenders; jail time; alternatives to custody (explore models like Mpls. 1800 Chicago project).</p>	<p>Law student of color interning in criminal division during 1-2 academic semesters annually.</p> <p>Two(2) community contacts/meetings per month.</p> <p>Conduct one Warrant Resolution Day.</p> <p>Annual dismissal of all misd. Warrants over 5 years old.</p>	<p>Law student of color interning in criminal division during 1-2 academic semesters annually.</p> <p>CJU conducts no less than three (3) community meetings per month.</p> <p>Conduct minimum of 2 Warrant Resolution Days.</p> <p>Annual dismissal of all misd. Warrants over 5 years old.</p> <p>Establish a working group focused on MI offenders; jail time; alternatives to custody (explore models like Mpls. 1800 Chicago project).</p>	<p>Law student of color interning in criminal division during 1-2 academic semesters annually.</p> <p>CJU evaluate community meeting results and conduct 3-6 meetings per month.</p> <p>Conduct minimum of 2 Warrant Resolution Days.</p> <p>Annual dismissal of all misd. Warrants over 5 years old.</p> <p>Establish a working group focused on MI offenders; jail time; alternatives to custody plan and implement alternatives to incarceration for MI offenders.</p>

# Sustainable Legal Process

Goals	Performance Measures	Targets for 2017/2018	Current Performance	Targets for 2018/19	Targets for 2020/2021
<p><b><u>PREVENTATIVE LAW INTEGRATION</u></b></p> <p><b>CIVIL LITIGATION DIVISION</b></p> <p>Reduce liability and litigation risk by evaluating the nature and cause of claims resulting in civil litigation against the City. (Accessibility also)</p>	<p>Decrease in trending litigation areas</p> <ol style="list-style-type: none"> <li>Identify common claims asserted against department.</li> <li>Isolate department policies/procedures/personnel causing claims.</li> <li>Quantify cause of litigation costs and liability payments.</li> <li>Identify training deficiencies and opportunities.</li> <li>Recommend changes based upon litigation outcomes.</li> </ol>	<p>Prepare and distribute an annual litigation report identifying the nature, cause and outcome of claims asserted against the City in 2017.</p>	<p>Complete an annual report detailing the number, type and outcome of lawsuits resolved each year; attend quarterly meetings with SPPD and HR regarding pending litigation.</p>	<ol style="list-style-type: none"> <li>Complete 2018 Annual Litigation report by February 1, 2019.</li> <li>Conduct quarterly meetings with all departments involved in litigation.</li> <li>Revise policies/procedures causing claims.</li> <li>Provide training to correct deficiencies causing litigation.</li> </ol>	<p>2019-2020:</p> <ol style="list-style-type: none"> <li>Complete 2019 Annual Litigation report in February 1, 2020.</li> <li>Conduct quarterly meetings with all departments involved in litigation.</li> <li>Revise policies/procedures causing claims.</li> <li>Provide training to correct deficiencies causing litigation.</li> </ol>

# Sustainable Legal Process

Goals	Performance Measures	Targets for 2017/2018	Current Performance	Targets for 2018/19	Targets for 2020/2021
<b>CIVIL LITIGATION DIVISION</b> Consolidating management of claims and workers compensation matters in the City Attorney's Office. <i>(Innovation also)</i>	Reduction in number of litigation matters stemming from these areas and decrease in liability and litigation risk associated with workers compensation and non-litigation tort claims <ul style="list-style-type: none"> <li>a. Early identification of potential defenses.</li> <li>b. Discover and preserve evidence relevant to City defense at early stage.</li> <li>c. Identify common claims asserted against department.</li> <li>d. Isolate department policies/procedures/ personnel causing workers comp claims.</li> <li>e. Early resolution of potentially costly litigation.</li> <li>f. Reduce number of tort claims that result in civil lawsuits against the City.</li> </ul>	N/A: item not included in CAO 2017-18 budget.	Non-litigated tort claims and workers compensation claims are initiated, investigated, denied and/or paid through the Risk Management Division of the Human Resources Department. Although these matters can and often do result in litigation and civil lawsuits against the City, they are processed with no involvement or input from the City Attorney's Office. If a claimant initiates a lawsuit against the City following a claim denial by Risk Management, the Civil Litigation Division of the City Attorney's Office will defend the lawsuit. When workers compensation claims result in litigation, the Risk Management Division hires outside counsel to represent the City.	<ul style="list-style-type: none"> <li>a. Identify number of lawsuits resulting from denial of non-litigated tort claims.</li> <li>b. Identify number/percentage of claims that could have been resolved favorably if non-litigated tort claims were managed by the City Attorney's Office.</li> <li>c. Identify number/percentage of lawsuits that could have been avoided if non-litigated tort claims were managed by the City Attorney's Office.</li> <li>d. Identify the nature, cause and outcome of workers compensation claims asserted against the City in 2014, 2015, 2016, 2017 and 2018.</li> </ul>	<ul style="list-style-type: none"> <li>a. Calculate cost savings of consolidating management of non-litigated tort claims in the City Attorney's Office (2019-20).</li> <li>b. Identify amounts paid for outside counsel in workers compensation litigation in preceding five years (2019-20).</li> <li>c. Calculate cost savings of handling workers compensation litigation in-house (2019-20).</li> <li>d. Explore hiring in-house attorney(s) to represent the City in all workers compensation lawsuits.</li> </ul>

# Sustainable Legal Process

Goals	Performance Measures	Targets for 2017/2018	Current Performance	Targets for 2018/19	Targets for 2020/2021
<b>CIVIL DIVISION &amp; CIV LIT</b> Improve client service and reduce future litigation by increased coordination between civil and litigation divisions. <i>(Inclusion also)</i>	a. Track cases that move from civil to litigation and evaluate client service. b. Track litigation lessons that departments implement.	50% of cases worked on by both divisions improved service to client.  100% of litigation lessons implemented.	New process created and beginning implementation.	Use new case management system to track.	
<b><u>BEST PRACTICES &amp; EDUCATION</u></b>  Develop, follow and update best practices.	a. Retain institutional knowledge. b. Create consistent expectations across departments and within CAO. c. Engage in learning and information exchange opportunities. d. Implement lessons from CLE's and other learning opportunities into current best practices	All attorneys create folder called "legal advice" organized by client and topic to store non-routine legal advice.  Develop and document best practices for SPPD/CAO and civil/litigation communications.	Migrating storage and information management to new case management system.  Conducted comprehensive review of city ordinances with recommendations for repeal	a. Update CAO policies b. Develop best practices for contract terms and procedures. c. Develop department-specific data practices procedures. d. Review and update SPPD/CAO communications procedures.	Review and update City-wide data practices best practices.

# Sustainable Legal Process

Goals	Performance Measures	Targets for 2017/2018	Current Performance	Targets for 2018/19	Targets for 2020/2021
<p><u><b>FACILITATING DUE PROCESS</b></u></p> <p><b>CRIMINAL DIVISION</b></p> <p>Align resources to: divert more low level misdemeanor cases; dedicated focus on most dangerous/lethal cases.</p> <p>Implement final stages of Prosecutor by Karpel ("PbK") to move the Criminal Division to being fully "fileless."</p>	<p>Number of attorney/staff hours spent in file prep</p> <p>Diversion of Criminal Cases</p> <p>Cases involving the most vulnerable victims and most dangerous/lethal cases assigned to Joint Special Victims Unit (JSVU)</p> <p>Gone on Arrival program (GOAs)</p>	<p>Offer diversion to more qualifying offenders in order to reduce collateral consequences while also attaining accountability.</p> <p>25 JSVU cases prosecuted per month.</p> <p>125 GOA cases prosecuted per month reviewed.</p>	<p>13,000 cases prosecuted.</p> <p>50 cases per month success fully diverted.</p> <p>Currently, one supervisor and a line prosecutor (PT) handle JSVU cases.</p>	<p>13,000 cases prosecuted, or less depending on number of SPPD cases presented.</p> <p>Increase diversion rates to 100 cases per month.</p> <p>Advance JSVU and GOA prosecution by assigning one expert attorney to these areas.</p>	<p>13,000 cases prosecuted, or less depending on number of SPPD cases presented.</p> <p>Increase in diversion over 2018/19.</p> <p>As a result of identifying expert attorney for JSVU/GOA assignment, number of successful prosecution of the most lethal cases increases.***</p>



# Sustainable Legal Process

Goals	Performance Measures	Targets for 2017/2018	Current Performance	Targets for 2018/19	Targets for 2020/2021
<p><u>FACILITATING DUE PROCESS</u></p> <p><b>CRIMINAL DIVISION</b></p> <p>Advance criminal division policy and procedures to meet current demands of electronic evidence.</p>	<p>State-of-the-art fileless prosecution resulting in streamlined prosecution protocols and tracking of prosecutor decision making (eliminate bias risks).</p> <p>Dedicated staff for processing digital evidence</p>	<p>Begin Implementation of PbK.</p>	<p>Identified early users begin charging cases via PbK (fileless)</p> <p>As a result of new BWC, prosecutors are now spending a minimum of 12 hours per week (35%) on reviewing this important evidence that demands thorough review in the interests of justice.*</p> <p>* BWC evidence represents a critically important improvement for community and police relations. At the same time it has created an entire new body of work for prosecutors. In order for the evidence to be meaningful to the accused and larger community, it is imperative the Criminal Division employs additionally dedicated staff to meet this new demand.</p>	<p>All prosecutors charging cases with PbK.</p> <p>Hire one FTE specialty technology focused para legal for conducting review and supporting prosecutors in analysis of all digital evidence. ** (This FTE could also produce transcripts in-house, resulting in cost savings).</p> <p>**This hire will mean more time for prosecutors to focus on their cases and lawyering, as well as participating in larger community engagement efforts.</p>	<p>Full use of PbK at all stages of criminal cases. Paper files non-existent.</p> <p>New technology focused para legal in charge of all digital evidence supporting successful trial prep and discovery procedures.</p> <p>***The Criminal Division seeks to re-align prosecution efforts by increasing diversion and treatment court alternatives to lower level, non-violent offenders and more traditional prosecution directed towards violent offenders and more dangerous cases involving victims.</p>

# Access to Justice

Goals	Performance Measures	Targets for 2017/2018	Current Performance	Targets for 2018/19	Targets for 2020/2021
<p><b>CRIMINAL DIVISION</b></p> <p><b><u>COMMUNITY JUSTICE UNIT</u></b></p> <p><b><u>VICTIM/WITNESS SERVICES</u></b> Engage victims of crime to ensure their needs are at the forefront and their rights are protected.</p> <p><b><u>ACCESSIBLE RESOURCES &amp; SERVICES</u></b> Web site and social media presence.</p>	<p>Crime victims regularly contacted and served.</p> <p>Direct services provided to crime victim by the three victim-witness staff members.</p> <p>Hits, followers, touchpoints tracked to see information trends and reach of information</p>	<p>Increase educational outreach to non-English speaking immigrant communities and Native American communities, in addition to all underserved communities</p>	<p>3,000 victims of crime served. With its expansion from zero to three dedicated victim witness staff, CAO now comprehensively serves crime victims.</p> <p>Weekly outreach conducted by newly hired bi-lingual (Spanish) victim outreach coordinator.</p>	<p>4,000 victims of crime served</p> <p>Weekly outreach conducted by newly hired bi-lingual (Spanish) victim outreach coordinator.</p> <p>Complete redesign of website for accessibility. Set up CAO Facebook page. Hire para legal who will focus on digital evidence as well as build CAO web site with emphasis on community engagement, procedural justice and victim services. This staff member will also oversee CAO's social media presence on FB, Instagram and Twitter.</p>	<p>5,000 victims of crime served</p> <p>Weekly outreach conducted by newly hired bi-lingual (Spanish) victim outreach coordinator.</p> <p>Website built and fully operational. CAO's social media presence is active and vital. Tracking showing Increased accessibility and traffic to site, increase FB followers</p>

# Access to Justice

Goals	Performance Measures	Targets for 2017/2018	Current Performance	Targets for 2018/19	Targets for 2020/2021
<p><b>CRIMINAL DIVISION</b></p> <p><b><u>COMMUNITY JUSTICE UNIT</u></b></p> <p><b><u>VICTIM/WITNESS SERVICES</u></b> Engage victims of crime to ensure their needs are at the forefront and their rights are protected.</p> <p><b><u>ACCESSIBLE RESOURCES &amp; SERVICES</u></b> Web site and social media presence.</p> <p><b><u>COMMUNITY PARTNERSHIPS</u></b></p>	<p>Crime victims regularly contacted and served.</p> <p>Direct services provided to crime victim by the three victim-witness staff members.</p>	<p>Increase educational outreach to non-English speaking immigrant communities and Native American communities, in addition to all underserved communities</p>	<p>3,000 victims of crime served.</p> <p>With its expansion from zero to three dedicated victim witness staff, CAO now comprehensively serves crime victims.</p> <p>Weekly outreach conducted by newly hired bi-lingual (Spanish) victim outreach coordinator.</p>	<p>4,000 victims of crime served</p> <p>Weekly outreach conducted by newly hired bi-lingual (Spanish) victim outreach coordinator.</p> <p>Hire para legal who will focus on digital evidence as well as build CAO web site with emphasis on community engagement, procedural justice and victim services. This staff member will also oversee CAO's social media presence on FB, Instagram and Twitter.</p>	<p>5,000 victims of crime served</p> <p>Weekly outreach conducted by newly hired bi-lingual (Spanish) victim outreach coordinator.</p> <p>Website built and fully operational. CAO's social media presence is active and vital.</p>



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# Budget Proposals

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# Financial Summary - General Fund

	2018 Adopted	2019 Current	% Change	FTEs
General Fund	8,454,991	9,139,571	8.1%	61.15

Significant General Fund Changes in Previous Budgets		
2016	Victim Witness Advocate (Legal Assistant II)	\$75,574

# Financial Summary – Special Funds

	2018 Adopted	2019 Current	% Change	FTEs
Central Services Fund	1,346,730	1,468,889	9.1%	8.35

Significant Special Fund Changes in Previous Budgets		
2016	Case Management System for Criminal Division (*one-time funded in Citywide Technology budget, annual maintenance fee to be absorbed in CAO's general fund technology budget)	\$250,000 *
2018	Case Management System for Civil and Litigation Divisions (*one-time funded in Citywide Technology budget, annual maintenance fee to be absorbed in CAO's general fund technology budget)	\$100,000 *

# Financial Summary – Grants

	Duration	Total Amount	2019 Amount	FTEs
VOCA Grant	7/1/17 – 6/30/19 (2 yrs)	\$279,534	\$144,100* (approx.)	1.7

## Significant Changes to Grants in 2019

\*Amount for 2019 depends on the amount carried over from 2018.

# Summary of 2019 Budget Changes

Program	2019 \$ Change (GF)	Total 2019 Budget
Additional Staffing – Criminal Division	\$ 88,379	
Additional Staffing – Civil Division	\$ 88,379	
Legal Support for Immigrants	\$139,629	



## Proposed Budget Change 1 of 3: Additional Staffing - Criminal Division

Fiscal Impact				FTEs	Funding
General Fund		Special Fund		Additional (if applicable)	One-time (yes/no)
Spending	Revenue	Spending	Revenue	1	no
\$88,379					

### Description

Additional Staffing in Criminal Division:

1 Associate Attorney for screening/Community Justice Unit (salary & fringes)

Which of the Mayor's strategic objectives does this proposal support?

Economic Justice	Lifelong Learning	Community-first Public Safety
★		★

Department Strategic Objective

Inclusion, Sustainability and Accessibility

## Proposed Budget Change 1 of 3: Additional Staffing - Criminal Division

What is anticipated outcome	Performance Measures	Targets for 2019/20
The City Attorneys Office and the City of St. Paul are poised to become a national leader as well as institutionalize practices that to date have been understaffed and maintained by only 1 or 2 attorneys (including the Deputy).		
<b>How does this proposal reform or improve current operations/services?</b>		
The addition of this lawyer will profoundly support the criminal justice reform work being lead by the CJU. Currently the team of three attorneys is limited by balancing out-reach, case charging, and reform work. In order to relevant and lasting systems reform working areas such as warrant, bail, and financial justice, this team must be supported by the addition of one lawyer.		
<b>What is the community benefit and how have/will they been engaged?</b>		
The current CJU lawyers conduct outreach in neighborhoods throughout St. Paul with an emphasis on communities of color, immigrant communities, and neighborhoods disproportionately impacted by crime or having contacts with the criminal justice system (as offenders or victims). Currently the three CJU lawyers also oversee the majority of charging decisions and first court appearances, which limits how much time they can spend doing community outreach. By adding one associate lawyer to the team, the CJU will significantly increase weekly contacts in St. Paul neighborhoods.		
<b>How does the proposal advance equity in the City of Saint Paul</b>		
By adding one associate attorney to the Community Justice Unit, the Criminal Division will significantly increase its capacity for consistency in all criminal charging decisions, bail requests, and a robust commitment to directing individual criminal offenders out of the criminal justice system via diversion and treatment courts, and allow the Criminal Division to implement equitable prosecution methods that work directly to eliminate implicit bias in the charging of criminal cases.		

## Proposed Budget Change 2 of 3: Additional Staffing - Civil Division

Fiscal Impact				FTEs	Funding
General Fund		Special Fund		Additional (if applicable)	One-time (yes/no)
Spending	Revenue	Spending	Revenue	1.5	no
\$88,379		\$58,367			

### Description

#### Additional Staffing in Civil Division:

1 Associate Attorney: 50% Data Practices / 50% DSI (salary & fringes) – General Fund  
0.5 FTE Senior Attorney (funded by HRA) – Outside Services Special Fund

#### Which of the Mayor's strategic objectives does this proposal support?

Economic Justice	Lifelong Learning	Community-first Public Safety
★		★

#### Department Strategic Objective

Innovation, Inclusion, Sustainability and Accessibility

## Proposed Budget Change 2 of 3: Additional Staffing - Civil Division

What is anticipated outcome	Performance Measures	Targets for 2019/20
<p>A less-experienced attorney will be responsible for routine data practices compliance questions and routine DSI tasks with ability to seek advice from more experienced attorneys. This will allow less complex work to be handled by a lower-level attorney and will diversify the experience level of attorneys in the Civil Division allowing for succession planning. Additionally, it will allow cross-training in the area of land use, and support the development and maintenance of city-wide data practices procedures.</p>		
How does this proposal reform or improve current operations/services?		
<p>Currently, one attorney who spends less than 1/10 of her time assisting with data practices compliance. The addition of an attorney who will spend a majority of his or her time on data practices helping individual departments develop and maintain internal procedures will improve responsiveness to the public and compliance with data practices in general. Currently, DSI-related projects are backlogged and they are not being thoughtfully prioritized. The addition of an Associate Attorney will allow the Civil Division to have more complex projects handled by a more experienced attorney and less complex tasks by a less experienced attorney. The addition of 0.5 FTE is requested (and funded) by HRA to help address increased workloads.</p>		
What is the community benefit and how have/will they been engaged?		
<p>The Associate Attorney will work with staff from other departments who will directly respond to data requests in a more predictable and timely manner. DSI matters, including licensing, zoning, and property matters, will be dealt with more quickly. Finally, the addition of these positions will lighten the load of all Civil attorneys which will open up time for other staff to engage in community activities.</p>		
How does the proposal advance equity in the City of Saint Paul		
<p>Adding staff to support data practices will improve response time for all who request information and make it easier for people without means to get timely information from the City. Adding an attorney will also increase our capacity to serve DSI which impacts all neighborhoods, businesses, and protects safety of rental housing.</p>		

## Proposed Budget Change 3 of 3: Additional Staffing - Civil Division – Immigration Attorney

Fiscal Impact				FTEs	Funding
General Fund		Special Fund		Additional (if applicable)	One-time (yes/no)
Spending	Revenue	Spending	Revenue	1	no
\$139,629					

### Description

#### Additional Staffing in Civil Division:

1 Senior Attorney: Create City immigration services program which will provide outreach, education, reliable information, and support to immigrant and refugee communities, and engage in legal advocacy at the local and national level on behalf of the City on issues related to immigrant and refugee communities.

#### Which of the Mayor's strategic objectives does this proposal support?

Economic Justice	Lifelong Learning	Community-first Public Safety
★	★	★

#### Department Strategic Objective

Innovation, Inclusion, Sustainability and Accessibility

## Proposed Budget Change 3 of 3: Additional Staffing - Civil Division – Immigration Attorney

What is anticipated outcome	Performance Measures	Targets for 2019/20
Please see next answer.		
How does this proposal reform or improve current operations/services?		
The City will begin to develop a program to meaningfully engage the immigrant and refugee communities and connect them with reliable information and available support services. The City Attorney's Office will have the capacity and expertise to assist in the evaluation and development of CAO and City policies that impact immigrants and refugees and engage in legal advocacy locally and nationally through amicus briefs, regulatory comments, etc.		
What is the community benefit and how have/will they been engaged?		
The CAO has begun to engage the community to evaluate their needs. One of the main tasks for this position will be to continue to engage the community and determine how the City can better serve these communities.		
How does the proposal advance equity in the City of Saint Paul		
It will engage and support the immigrant and refugee community.		