LEAGUE OF CALIFORNIA CITIES - SPRING CONFERENCE
CITY ATTORNEY'S OFFICE - MAY 3, 2006

STRATEGIC PLANNING

FOR CITY ATTORNEYS

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GOALS AND OBJECTIVES OF THE STRATEGIC PLAN

- To demonstrate a strong commitment to providing quality and responsive legal services to our client.
- To develop specific and measurable goals which reflect and are consistent with the goals and priorities of the City Council.
- To identify specific action items which support each City Council policy goal and the implementation of the goals by each City Department.

- To develop a strategic planning process which:
  - Reflects collaboration and input from every member of the City Attorney's Office – legal support staff, paralegals and staff attorneys in addition to the City Attorney.
  - Solicits input annually and on an ongoing basis from our client departments.
  - Consistently monitors and updates our strategy choices.

- To enhance the communication between the City Attorney's Office and its client departments.
- To enhance the ability of the City Council to objectively measure and evaluate the performance of the City Attorney and the overall operation of the City Attorney's Office.

PROCESS FOR DEVELOPMENT OF THE STRATEGIC PLAN

- Identify the goals and objectives of the City Council.
- Initial all-hands meeting to develop/review the Mission Statement.
- Initiate a series of annual meetings with the head of each City Department:

  - Identify each major project/initiative which the department will undertake in the coming year in order to implement the City Council's goals and which will require City Attorney services.
  - Specifically identify the nature and scope of the City Attorney services required for each project and the timeline and additional resources needed for rendering those services.

- Meet with the City Manager to discuss:
  - The results of the meetings with the department heads and the allocation of City Attorney resources for the coming year.
  - The City Manager's major projects and initiatives requiring City Attorney services for the coming year.
- Hold an all-hands meeting with City Attorney staff:
  - To review and discuss City Department and City Manager projects/initiatives requiring City Attorney services.

- To assign projects/initiatives to City Attorney staff, discuss how and when to complete the task.
- To review and discuss fiscal year budget including annual allocation of funding for outside legal services.
- To analyze strengths and challenges for the City Attorney's Office in the upcoming year.

- To identify and develop specific plan goals and action items reflecting council goals and priorities.
- To develop specific plan goal and action items which reflect enhanced support to client departments.
- To identify strategic plan goal and action items which foster greater cooperation between City Departments.
- To evaluate the need for additional staffing.

- To strengthen professional development and ongoing training of employees in furtherance of specific plan goals.
- To improve the use of technology to increase efficiency and accessibility.

- Finalize strategic plan document and distribute to the City Council for its review and approval.

IMPLEMENTING AND UPDATING THE STRATEGIC PLAN

- The strategic plan goals and action items are a living document.
- Each member of the City Attorney's Office is responsible for tracking their progress in providing the legal services necessary to complete the projects/initiatives identified in the action items.

- Quarterly meetings with all City Attorney staff to review progress toward achievement of the action items.
- The strategic plan action items are revised following the quarterly meeting and the updated plan is distributed to the Mayor and City Council.

DELIVERABLES

- The Strategic Plan – Goals and Action Items (Attachment A).
- Performance Measurement Report (Attachment B).
- Customer Service Survey (Attachment C).
- Annual Report to the Mayor and City Council at the end of each fiscal year reporting on:

- Productivity Summary.
- Accomplishments and significant work performed for each City Department.
- Summary of customer satisfaction survey results in five critical areas, such as quality of service, timeliness of service, responsiveness of service, adequacy of status reports on progress of work, and overall satisfaction.

CONCLUSION

- The Strategic Plan Goals and Action Items, Performance Measurement Report, Customer Service Survey, and Annual Report provide an improved level of communication between the City Attorney and the elected officials.
- The Strategic Plan Goals and Action Items provide a clear, organized and objective basis for evaluating the performance of the City Attorney and all City Attorney staff and justifying additional resources for the City Attorney's Office.

- The goals and objectives of the City Attorney's Office clearly reflect the goals and priorities of the elected officials and its client departments.
- Strategic planning improves the overall quality and responsiveness of the services rendered to our clients.

Introduction

The City Attorney's Office is using strategic planning to identify and address the major issues we expect to face over the next three fiscal years. Cooperatively, the staff of the City Attorney's Office has developed a mission statement and a set of core values. We have also developed a set of organization-wide goals to move us toward fulfilling our mission while adhering to our values. The strategic plan is a dynamic document, which we will use to move toward our future.

Mission Statement

The mission of the City Attorney's Office is to provide excellent and ethical legal advice, zealous legal representation, and other quality legal services for the City Council, City officers, and City employees in order that they may lawfully attain the City Council's goals and other department program outcomes without undue risk to the City.

Commitments

The City Attorney's Office is committed to providing the highest standards of public service as representatives of the City of Riverside. The City Attorney's Office is committed to:

Excellence

- Passionate in our pursuit of excellence
- Emphasize effective, proactive and preventive legal advice and counsel
- Provide quality and consistent legal services and representation
- Accessible and responsive
- Know our clients' business and the law better than all others
- Understand City operations, personnel and policies
- Provide cost effective legal services
- Team-approach to problem solving
- Facilitate communication between and among our client departments
- Enhance communication internally

Ethical

- Highest professional and ethical standards
- Support and defend the Constitutions and Laws of the United States and the State of California
- Support and defend the Charter, Ordinances and Resolutions of the City of Riverside

Zealous

- Vigorous advocates for our clients
- Be enthusiastic, ardent, and innovative in assisting our clients to achieve their goals
- Understand the issues facing our clients and apply it in the performance of all our duties

Three-Year Assumptions

The strategic plan is based upon the following assumptions:

1. Annual allocation of funding for outside legal services will be based upon (i) availability of staff attorneys; (ii) nature and complexity of legal matters to be addressed; (iii) potential or actual conflicts of interest; (iv) ongoing resource allocation based upon availability of budgeted resources; (v) special project assignments directed by the City Council.

2. It is likely that the billing for outside legal services will remain at current levels in the foreseeable future. Although the demands for legal services are expected to remain high due to the priorities and projects listed below, our current staffing level will allow us to keep a significant amount of legal services work in-house.

   Agricultural Park Cleanup
   Annexations
   Build out of the Sycamore Highlands, and La Sierra University Specific Plans
   City Council economic development priorities
   City Strategic Plan initiatives
   Construction of 100-megawatt electric generating station
   Development of 120 kv transmission lines
   Expansion of Sewer Treatment Plant facilities
   Financial aftermath of electric industry crisis
   General Plan, Zoning Code and Subdivision Ordinance Update, Sign Code
   Jurupa Extension Project
   La Sierra/Arlanza Redevelopment Project Area Challenge
   Labor negotiations
   Library construction
   Museum relocation
   Neighborhood Livability Program
   Park development
   Public Safety facility construction
   Public Utility capital improvements
   Railroad Grade Separations
   Rancho La Sierra
   Redevelopment/Development Initiatives-Fox Theater, Imperial Hardware, Plaza at Mission Inn, Market Street Improvements,
   - Galleria Expansion, Orange Street office building
   Redevelopment activity—Riverside Plaza, phase III of the University Village project, Van Buren Village
   Relocation of Downtown Fire Station and assemblage of land
   Stipulated Judgment with State of California
   Street widening, right-of-way acquisitions and other public works projects
   Telecommunications—expansion of infrastructure/ordinance
   Water Quality and Rights Issues

3. The City Council demands an innovative and proactive approach to improving the quality of life and business in the City of Riverside. The City Attorney's Office will address the demand by continuing to participate in the Crime Free Multi Housing Program (CFMHP), receivership program, abatement of predatory housing, abatement of dangerous buildings, abatement of drug houses, gang abatement program, weapons confiscation program, Neighborhood Livability Program, code enforcement (administrative/criminal), the graffiti abatement/reimbursement program, and environmental enforcement.

Situational Analysis

1. Role of Office

   The role of the City Attorney's Office is to represent and advise the City Council and all of the City's boards, commissions, officers and employees in all legal actions or proceedings to which the City is a party. The City Attorney's Office serves as general counsel to the Redevelopment Agency of the City of Riverside. The City Attorney's Office provides general legal services including but not limited to civil litigation defense, criminal prosecutions, rendering of legal advice, preparation of various types of legal documents including ordinances, resolutions, agreements and security instruments, and representation of the City before various boards, commissions and judicial tribunals. The members of the Office have varied expertise and represent their client departments in complex and challenging issues facing the City and its residents.

2. The City Attorney's Office consists of twenty-four (24) positions:

1	City Attorney
2	Supervising Deputy City Attorneys
8	Deputy City Attorneys
5	Legal Assistants
8	Legal Support Specialists
24	Budgeted Positions

3. The strengths of the City Attorney's Office are:
   - Accessibility
   - Collaboration
   - Commitment to career training and growth
   - Communication
   - Diversity
   - Efficiency
   - Establishing best practices/models for other service departments—annual strategic plan update, critical self-evaluation, solicitation of client feedback
   - Flexibility
   - Interdepartmental relations
   - Leadership role
   - Professionalism
   - Provide legal resource training to client departments (addressing outside needs of other departments)
   - Responsiveness
   - Staff expertise, knowledge and integrity
   - Support of the Mayor and City Council
   - Technical Innovation

4. The challenges for the City Attorney's Office include:
    - Increasing current staff to address increase in workload
    - Improving organizational consistency and efficiency
    - Continuing to identify areas of training within office
    - Balancing workloads through team approach
    - Improving the manner in which information is organized and disseminated including the office procedure system and reference documentation
    - Ability/inability of City departments to devote resources toward mutual goals

5. The City Attorney needs to maintain its external focus by adapting to changes in the external environment and continuing to prioritize City Council goals.

6. The City Attorney's must also have an internal focus by planning for those activities that will help the Office operate more efficiently. The Office needs to continue to:

    - Meet regularly with the Mayor, the Mayor Pro Tem, and City Manager to further the implementation of the Mayor and City Council's goals and objectives
    - Streamline current procedures to increase efficiency
    - Improve its use of technology
    - Identify employee development opportunities and enhance on-going training methods
    - Evaluate staffing needs
    - Foster greater cooperation between departments—approach City Manager, Department Heads and senior staff as part of the City Team
    - Take a more proactive role in shaping the City's future as directed by the City Council

Goal 1—Improve Community Livability

	Action Item	How will it be done?	When will it be done?
1.	Client support for City Strategic Plan and community visioning directives		
	Who:		
	Notes:		
2.	Successfully resolve current billboard litigation		
	Who:		
	Notes:		
3.	Develop a plan to regulate future billboard activity in City		
	Who:		
	Notes:		
4.	Develop plan to address current illegal billboards in City		
	Who:		
	Notes:		
5.	Redirect Drug Abatement Program		
	Who:		
	Notes:		
6.	Monitor and update strategy choices	All-hands meeting.	Annually as part of Strategic Plan Review.
	Who:		
	Notes:		

Goal 2—Enhance support to client departments

	Action Item	How will it be done?	When will it be done?
1.	Complete and implement Comprehensive Risk Management Program (Finance)		
	Who:		
	Notes:		
2.	Oversee development of Telecom Ordinance		
	Who:		
	Notes:		
3.	Develop Lease policies/procedures for Airport		
	Who:		
	Notes:		
4.	Comprehensive revenue recovery program		
	Who:		
	Notes:		
5.	Cross training of Litigation Services attorneys on major incident response		
	Who:		
	Notes:		
6.	Monitor and update strategy choices	All hands meeting.	Annually as part of Strategic Plan review.
	Who: Working group		
	Notes:		

Goal 3—Foster greater cooperation between departments

	Action Item	How will it be done?	When will it be done?
1.	Request that when departments initiate major projects/initiatives requiring the assistance of the City Attorney's Office that the departments consult with the City Attorney's Office early on in the process so the City Attorney's Office is made aware of what work will be required and when it will be required Who: Notes:		
2.	Review and approve Development Department's retention of outside counsel and continue to review work of outside counsel Who: Notes:		
3.	Administer client satisfaction survey Who: Notes:		
4.	Meet with the City Manager, Assistant City Manager and all Department Heads to evaluate the quality and responsiveness of the City Attorney's Office and the needs of our client departments Who: Notes:		
5.	Obtain regular updates on the status of redevelopment projects (DV) Who: Notes:		
6.	Monitor and update strategy choices Who: Working group Notes:	All-hands meeting.	Annually as part of Strategic Plan review

Goal 4—Evaluate the need for additional staffing

	Action Item	How will it be done?	When will it be done?
1.	Evaluate staffing needs for 2005-06 and develop formal request and justification, if necessary		
	Who:		
	Notes:		
2.	Continue externship program with Southern California law schools to provide student externs		
	Who:		
	Notes:		
3.	Develop cross-divisional reporting system and matrix		
	Who:		
	Notes:		
4.	Monitor and update strategy choices	All-hands meeting.	Annually as part of Strategic Plan review.
	Who: Working Group		
	Notes:		

Goal 5—Strengthen professional development and ongoing training of employees

	Action Item	How will it be done?	When will it be done?
1.	Review and update training modules on internal office procedures relating to City government structure and operation Who: Notes:		
2.	Informational exchange by staff at staff meetings Who: Notes:		
3.	Implement mentoring program Who: Notes:		
4.	Riverside County Bar Association (RCBA) memberships for attorneys Who: Notes:		
5.	Rotate employees through the Advanced Management Program provided by Boylin Management Institute Who: Notes:		
6.	Monitor and update strategy choices Who: Working Group Notes:	All-hands meeting.	Annually as part of Strategic Plan review.

Goal 6—Improve use of technology to increase efficiency and accessibility

	Action Item	How will it be done?	When will it be done?
1.	Enhance on-line and in-house library		
	Who:		
	Notes:		
2.	Monitor and update strategy choices	All-hands meeting.	Annually as part of Strategic Plan review.
	Who: Working Group		
	Notes:		

Goal 7—Tools needed to perform job

	Action Item	How will it be done?	When will it be done?
1.	Monitor and update strategy choices	All-hands meeting.	Annually as part of Strategic Plan review.

Who: Working Group

Notes:

Goal 8—Streamline current office procedures to increase efficiency

	Action Item	How will it be done?	When will it be done?
1.	Develop general office procedures manual Who: Notes:		
2.	Develop records management program Who: Notes:		
3.	Monitor and update strategy choices Who: Working Group Notes:	All-hands meeting.	Annually as part of Strategic Plan Review.

PERFORMANCE MEASUREMENT REPORT

Department Office of the City Attorney

Mission Statement The mission of the Office of the City Attorney is to provide excellent and ethical legal advice, zealous legal representation, and other quality legal services for the City Council, City officers and City employees in order that they may lawfully attain the City Council's goals and other department program outcomes without undue risk to the City.

Program	Program Outcome/ Activity	Performance Measure	2003/04 Actual	2004/05 Estimated	2005/06 Target	2006/07 Projections	Is this Measure still applicable? If not, please list new applicable Measures below	Does this Activity address the City's Strategic Plan? If so, how?
Administrative	*Program Outcome*	% of managed savings target achieved						
		% of department program outcomes achieved						
	Fiscal Management	% of monthly budget analyses completed prior to the 5th day of the following month						
	Management Oversight	% of performance measures tracked reported upon accurately						
		% of employee evaluations conducted within scheduled timeframes						
Community Livability Program								
	Program Outcome	# of inspection/abatement warrants prepared						
	Prepare inspection/abatement warrants.	% of requests for inspection and/or abatement warrants completed within 21 days of of receipt of request						
	Prosecute criminal code enforcement	# of criminal code enforcement cases prosecuted						
		% of criminal code enforcement cases favorably resolved						
Litigation Services Program	*Program Outcome*	# of litigation cases filed						
	Process litigation cases	% of litigation cases handled in-house						
		# of litigation cases reaching final disposition						
		% of litigation cases resulting in a favorable disposition of either a dismissal or a settlement of less than the administrative settlement authority of $25,000						
	Revenue Recovery	# of Revenue Recovery cases filed						
		% of Revenue Recovery cases favorably resolved						
	Review Notices of Discipline	# of notices of discipline reviewed						
		% of all notices of intent to impose discipline reviewed, approved and returned to the Human Resources Department within 21 days of receipt						
Public Safety Services Program	*Program Outcome*	% of legal advice provided to Public Safety departments and the Community Police Review Commission in timely fashion						

ATTACHMENT B

PERFORMANCE MEASUREMENT REPORT

Department	Office of the City Attorney
Mission Statement	The mission of the Office of the City Attorney is to provide excellent and ethical legal advice, zealous legal representation, and other quality legal services for the City Council, City officers and City employees in order that they may lawfully attain the City Council's goals and other department program outcomes without undue risk to the City.

Program	Program Outcome/ Activity	Performance Measure	2003/04 Actual	2004/05 Estimated	2005/06 Target	2006/07 Projections	Is this Measure still applicable? If not, please list new applicable Measures below	Does this Activity address the City's Strategic Plan? If so, how?
	Provide critical incident call-out	# of critical incident call-outs						
		% of time Deputy City Attorney can respond to scene of critical incident within 90 minutes						
	Prepare legal opinions	# of legal opinions prepared						
		% of requests for legal opinions completed within 21 days of receipt of request						
General Municipal Services Program	*Program Outcome*	% of legal services provided within established timeframes						
	Provide legal advice to staff	# of times legal advice provided						
		% of legal advise completed within target date						
	Draft resolutions and ordinances	# of resolutions drafted						
		# of ordinances drafted						
		% of ordinances completed by target date						
		% of resolutions completed by target date						
	Prepare contracts	# of contracts prepared						
		% of contracts completed by target date						
	Prepare Conflicts of Interest opinions	# of Conflict of Interest Opinions provided						
		% of Conflict of Interest Opinions completed by target date						
	Prepare documents	# of documents satisfying planning conditions prepared						
		% of documents satisfying planning conditions prepared by target date						

The City Attorney's Office is committed to quality customer service. Our goal is to provide you with excellent service every time you have contact with our Office. We would like to know how we are doing in meeting this goal in regard to your recent contact with the City Attorney's Office. Please take a few minutes to complete and return this survey. It will help us serve you better.

Date: _____ Case Number: _____

Contact: _____ Department: _____

Assigned Attorney: _____

Description of service requested from the City Attorney's Office: _____

_____

_____

_____

How would you rate:

	Excellent	Good	Fair	Poor	Don't know
Quality of services					
Timeliness					
Responsiveness					
Being kept informed about the status of your request					
Friendliness/helpfulness					

Please rate your overall satisfaction with your experience:

How can we better serve you? _____

_____

_____

_____

_____

_____

ATTACHMENT C