



Final Business Plan

Line of Business: Legal

Date of Final Changes: January 30, 2023

Final Review Date: January 31, 2023

LEGAL DEPARTMENT

Strategic Business Plan

<i>Mission Statement</i>
The mission of the Legal Department is to provide legal, risk, and compliance services to City Council, the City Manager, and all organizational units of the City, so the public will be confident that City government is protecting valuable resources and operating ethically, effectively, efficiently, and transparently.
<i>Issue Statements</i>
<p>Issue 1 – Legal compliance to internal rules and City policy by City Departments is priority to promote economy and efficiency, improve operations, and deter and identify waste, fraud, and abuse; lack of compliance, if not addressed, will result in:</p> <ul style="list-style-type: none"> • Increased liability exposure • Loss of community and employee trust, confidence, and credibility • Loss of professional licenses • Loss of self-insured status • Reduction in City bond rating • Fines by other agencies
<p>Issue 2 – Increased responsibilities and expectations of the Legal Department, coupled with status quo staffing and resources, if not addressed will result in:</p> <ul style="list-style-type: none"> • Increased risk and legal exposure • Untimely responses to the public • Ineffective oversight • Increased outsourcing costs • Inability to hire and retain qualified employees • Inefficiencies in operations
<p>Issue 3 – To maintain the expectations established by city departments and employees, the focus on education of ethical standards by departments must continue and, if not addressed, will result in:</p> <ul style="list-style-type: none"> • Negative impact on department budgets • Loss of employee morale • Loss of public trust • Misuse of public funds • Negative impact of the organization’s ethical culture
<p>Issue 4 – Effective risk management is crucial to efficient city operations and requires substantial mandatory training for City leadership in all departments and, if not addressed, will result in:</p> <ul style="list-style-type: none"> • Increased liability exposure

- Loss of community trust
- Decreased efficiency in operations
- Increased Worker’s Compensation claims and costs
- Inability to respond to unexpected circumstances and disasters
- Higher employee turnover
- Increased cost of litigation

Strategic Results


Strategic Result 1 – Risk Mitigation
City of Las Cruces employees, supervisors, and policy makers will be able to minimize risk and potential hazards, and formulate policy, rules and regulations that will foster safe working environments and protect employees, the public, and public resources, as evidenced by:

RM.1: By 2022, a comprehensive risk mitigation training program for supervisors and above will be developed.

RM.2: By 2022, we will present to the City Manager Policy Committee, a policy regarding the comprehensive risk mitigation training program for supervisors and above.


RM.3: By 2023, the Department will work with the Office of Budget to develop and implement a comprehensive self-insured funding strategy considering the increased risk exposure and demands to the liability fund.


RM.4: By 2023, 90% of identified supervisors will have successfully completed risk mitigation training.


RM.5: By 2023, All ADA ** compliance issues will be identified within all existing city facilities built prior to 2019.

Aligned with Issue Statements: 1, 3, 4
 Aligned with City Council’s Strategic Plan: Strategic Theme #5
 Alignment with Elevate’s Strategic Plan metrics: None noted

Strategic Result 2 – High Performing Legal Department
The community will experience a high-performing, customer-focused, and results-oriented City of Las Cruces Legal Department, as evidenced by:

HPL. 1: Beginning in 2019, all Legal Department employees will know what is expected of them and how they align and contribute to the goals of the Department. This will be evidenced by aligning their work plans and performance conversations with the Department Strategic Business Plan. 

HPL.2: By 2019, 75% of City of applicable Las Cruces departments will respond positively when surveyed and asked if the Department assisted them in furthering their mission. 

HPL.3: By 2020, 80% of Board/Commission members will report that they receive the information they need to make informed decisions. 

*  Indicates an FY '24 follow-up item

HPL.4: By July 1, 2021, the City of Las Cruces will have a Worker’s Compensation Reserve Fund that is funded to meet New Mexico Worker’s Compensation Administration requirements. ▶

HPL.5: By December 2022, the Risk Management division will assess the continued efficacy of internal uninsured third-party liability claim recovery for the City and present a long-term recommendation to the City Attorney.

HPL.6: By 2023, 20% or more of property loss recoveries will be utilized to fund a claims adjuster position. Action item (Jennifer to speak with Leeann about potential language change).

HPL.7: By 2024, 90% of known property losses will be recovered by a claims adjuster.

Aligned with Issue Statement: 1,2

Aligned with City Council’s Strategic Plan: Strategic Theme #5

Alignment with Elevate’s Strategic Plan metrics: None noted

Strategic Result 4- Government Accountability

The community will experience responsive, ethical, and efficient City services, as evidenced by:

GA.1: By 2022, 80% of the annual audit plan will be completed by the end of the fiscal year.

GA.2: By 2022, Las Cruces will have a comprehensive records management system to provide efficient retrieval and maintenance of public records.

GA.3: By 2022, 75% of City employees surveyed will report that they agree or strongly agree that they work in an ethical climate.

Aligned with Issue Statement: 1,2,4

Aligned with City Council’s Strategic Plan: Strategic Theme #5

Alignment with Elevate’s Strategic Plan metrics: None noted

<i>Department Organization</i>
<i>1. Line of Business: Office of the Director</i>
1.1 Program: Administration
<i>2. Line of Business: Education</i>
2.1 Program: Training
<i>3. Line of Business: Compliance</i>
3.1 Program: Claims Management and Risk Mitigation
3.2 Program: Office of the City Clerk
3.3 Program: Internal Audit
3.4 Program: Legal Services

<i>Lines of Business & Key Results</i>	
<i>Line of Business: Office of the Director</i>	
Purpose Statement	The purpose of the Office of the Director line of business is to provide leadership, administrative, communication, support, and strategic planning services to department employees, to reach their operational customer results and contribute to the achievement of the goals of the Legal Department.
Key Results	<ul style="list-style-type: none"> • 85% Department operational results achieved • 85% Department strategic results achieved
<i>Line of Business: Education</i>	
Purpose Statement	The purpose of the Education line of business is to provide education, skill development, and certification services to City employees and elected and appointed officials, so they can have knowledge and information to minimize risk and potential hazards in performing their duties while serving the Las Cruces community.
Key Results	<ul style="list-style-type: none"> • 100% City Council completed elected officials training
<i>Line of Business: Compliance</i>	
Purpose Statement	The purpose of the Compliance line of business is to provide investigation, evaluation, advisory, and documentation services to the City's organizational units, the City Manager, and elected and appointed officials, so that they can make well-informed operational and policy decisions that will promote responsible and ethical government practice.
Key Results	<ul style="list-style-type: none"> • 100% Self-insured reserve to cover potential losses. • 90% Safety findings corrected per report timeline. • 90% Known recoverable property losses will be recovered. • 100% Compliance with Inspection of Public Records Act (IPRA). • 90% Customers surveyed will agree that Clerks Office is high performing and customer-focused. • 100% Compliance with the City of Las Cruces Records Retention Ordinance. • 95% Recommendations made from Internal Audit will be implemented by the affected department within agreed upon timeframes. • • 80% Training participants will respond that they have a better understanding of legal updates.

<i>Programs:</i>	
<i>Line of Business: Office of the Director</i>	
Purpose Statement	The purpose of the Office of the Director line of business is to provide leadership, administrative, communication, support, and strategic planning services to department employees, so they can achieve their operational customer results and contribute to the achievement of the goals of the Legal Department.
<i>Program: Administration</i>	
Program Purpose Statement	The purpose of the Administration program is to provide leadership, administrative, communication, support, and strategic planning services to department employees, so they can reach their operational customer results measures and contribute to the achievement of the goals of the Legal Department.
Family of Measures	<p>Results</p> <ul style="list-style-type: none"> Beginning in 2019, all Legal Department employees will know what is expected of them and how they align and contribute to the goals of the Department. This will be evidenced by aligning their work plans and performance conversations with the Department Strategic Business Plan. By 2019, 75% of relevant and applicable City of Las Cruces departments will respond positively when surveyed and asked if the Department assisted them in furthering their mission. By 2023, 20% or more of property loss recoveries will be utilized to fund a claims adjuster position. By 2019, a case management software program will be utilized by the City Attorney's office and Audit to efficiently retrieve, maintain, and manage cases, audits, and investigations. 85% Department of operational results achieved. 85% Department strategic results achieved
	<p>Outputs</p> <ul style="list-style-type: none"> # Contract signatures reviewed # Document signatures acquired
	<p>Demands</p> <ul style="list-style-type: none"> # Contract signatures expected # Document signatures expected
	<p>Efficiencies</p> <ul style="list-style-type: none"> \$ Program expenditure per signed documents provided
Program Services	<ul style="list-style-type: none"> Approved Requisitions Approved Travel Orders Attorney Document and Contract Review Memos Notarized Documents Office Supplies Purchases Ordinances

	<ul style="list-style-type: none"> • Budget Approvals • Budget Updates • Budget • City Council Presentations • Claimant Check Requests • Contract Logs • Contract Signatures • Credit Card Reconciliations • Data Updates • Department Phone Messages • Department Standard Operating Procedures Reviews • Department Standard Operating Procedures Updates • DWI Prosecutions • Email Responses • Emails • Foreclosures • Garnishments • General Legal Advisor to City Council, City Manager and All City Departments • Hiring Recommendations • Hiring Selection Plans • Internal Reviews • Job Descriptions • Job Interviews • Laserfiche • Legal Appeals • Legal Research • Leave Request Approvals • Liens • Litigation • Liquor License Hearings • Mailed Document Receipts 	<ul style="list-style-type: none"> • Paid Invoices • Payroll • Personnel Action Inputs • Personnel/Grievance Appeals • Policy Drafting • Position Requisitions • Project Action Plans • Property Research • Public Records Request Inquiries • Purchase Orders • Records Management • Resolutions • Scanned Documents • Scored Applications • Signed Documents • Special Dispenser Liquor Permits • Staff Appraisals • Staff Inquiry Responses • Staff Instructions • Staff Meetings • Stored Records • Telephone Inquiry Responses • Time Card Entries • Time Cards • Tort Claims • Travel Orders • Walk-in Inquiry Responses
Manager	Program Manager- Vanessa F. King	
Program Budget		

<i>Programs</i>			
<i>Line of Business: Education</i>			
Purpose Statement	The purpose of the Education line of business is to provide education, skill development, and certification services to City employees and elected and appointed officials, so they can have the knowledge and information to minimize risk and potential hazards in performing their duties while serving the Las Cruces community.		
<i>Program: Training</i>			
Program Purpose Statement	The purpose of the Training program is to provide education, skill development, and certification services to City employees and elected and appointed officials, so they can have knowledge and information necessary to formulate sound policy, perform services efficiently and effectively, and minimize risk and potential hazards while serving the Las Cruces community.		
Family of Measures	<p>Results</p> <ul style="list-style-type: none"> • By 2022, we will develop a survey and then utilize to measure that 80% of Board/Commission members will report positively when surveyed, that they receive the information they need to make informed decisions. • By 2021, 75% of eligible employees will be current with defensive driving training requirements. • By 2023, 90% of identified supervisors and above will have successfully completed risk mitigation training. 		
	<p>Outputs</p> <ul style="list-style-type: none"> • # Supervisor risk mitigation training sessions conducted • # Ethics training sessions conducted 		
	<p>Demands</p> <ul style="list-style-type: none"> • # Supervisor risk mitigation training sessions expected to be requested • # Ethics training sessions expected to be requested 		
	<p>Efficiencies</p> <ul style="list-style-type: none"> • \$ Program expenditure per risk mitigation training session 		
Program Services	<table border="0"> <tr> <td> <ul style="list-style-type: none"> • 10-Hour Occupational Safety and Health Administration Training Sessions • 30-Hour Occupational Safety and Health Administration Training Sessions • Accident Report Writing Classes • Americans with Disabilities Act Compliance Training Sessions • Automated External Defibrillator Training Sessions </td> <td> <ul style="list-style-type: none"> • Garaventa Emergency Evacuation Device Training Sessions • Hazard Communication Training Sessions • Hazardous Material Training Sessions • HAZWOPER Training Sessions • Heat Stress Training Sessions • Internal Control Training Sessions • Ladder Training Sessions </td> </tr> </table>	<ul style="list-style-type: none"> • 10-Hour Occupational Safety and Health Administration Training Sessions • 30-Hour Occupational Safety and Health Administration Training Sessions • Accident Report Writing Classes • Americans with Disabilities Act Compliance Training Sessions • Automated External Defibrillator Training Sessions 	<ul style="list-style-type: none"> • Garaventa Emergency Evacuation Device Training Sessions • Hazard Communication Training Sessions • Hazardous Material Training Sessions • HAZWOPER Training Sessions • Heat Stress Training Sessions • Internal Control Training Sessions • Ladder Training Sessions
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	<ul style="list-style-type: none"> • Blood Borne Pathogens Training Sessions • Board Training Sessions • Cardiopulmonary Resuscitation Training Sessions • Commercial Driver’s License Defensive Driving Course Training Sessions • Codes Enforcement Training Sessions • Confined Space Training Sessions • Cardiopulmonary Resuscitation Hands Only Training Classes • Dog Bite Training Sessions • Department of Transportation Hazardous Material Training Sessions • Drug and Alcohol Training Classes • Fall Protection Training Sessions • Fire Extinguisher Training Sessions • First Aid Training Classes • Forklift Training Sessions 	<ul style="list-style-type: none"> • Lockout/Tagout Training Sessions • New Employee Safety Orientation Training Sessions • Personnel Protective Equipment Training Sessions • Planning and Zoning Training Sessions • Procurement Code Training Sessions • Records Management Training Sessions • Risk Assessment Training Sessions • Risk Transfer Training Sessions • Supervisor Risk Mitigation Training Sessions • Trench Safety Training Sessions • Worker’s Compensation New Employee Training Sessions • Worker’s Compensation Supervisory Training Sessions
Manager	Program Manager- Jessi Garrick	
Program Budget		

<i>Programs</i>	
<i>Line of Business: Compliance</i>	
Purpose Statement	The purpose of the Compliance line of business is to provide investigation, evaluation, advisory, and documentation services to the City's organizational units, the City Manager, and elected and appointed officials, so that they can make well-informed operational and policy decisions that will promote responsible and ethical government practice.
<i>Program: Claims Management and Risk Mitigation</i>	
Program Purpose Statement	The purpose of the Claims Management and Risk Mitigation program is to provide investigative, reporting, and loss recovery services to the City of Las Cruces organizational units, governing body and City Manager, so the City can effectively conserve and manage public resources, reduce losses, and remain self-insured.
Family of Measures	<p>Results</p> <ul style="list-style-type: none"> • By 2023, the Department will work with the Office of Budget to develop and implement a comprehensive self-insured funding strategy considering the increased requirements and demand on the liability fund • By 2022, we will present to the City Manager Policy Committee, a policy regarding comprehensive risk mitigation training program for supervisors and above. • By December 2022, Risk Management division will respond not more than 72 hours after the incident causing damage to city property. • By December 2022, we will present to the City Manager Policy Committee, a policy that will require timely reporting of damaged City property, accidents or injuries. • By 2024, 90% of known property losses will be recovered by a claims adjuster. • By July 1, 2023, the City of Las Cruces will have a Worker's Compensation Reserve Fund that is funded to meet New Mexico Worker's Compensation Administration requirements. Action item – follow up with Carl regarding timing. • By 2023, All ADA compliance issues will be identified within all existing city facilities built prior to 2019. • 100% Safety findings will be reported to Office of the City Manager with proposed timeline for departments to make corrections. • Risk Management and Legal will seek 90% of the known recoverable property losses for recovery.
	<p>Outputs</p> <ul style="list-style-type: none"> • # Accident investigations conducted • # Claims investigations conducted • # Inspection findings • # Americans with Disabilities Act Inspection findings

	<u>Demands</u> <ul style="list-style-type: none"> • # Accident investigations expected to be requested • # Claims investigations expected to be requested • # Inspection findings expected • # Americans with Disabilities Act Inspection findings expected 	
	<u>Efficiencies</u> <ul style="list-style-type: none"> • \$ Program expenditure per accident investigation conducted 	
Program Services	<ul style="list-style-type: none"> • Accident Investigation Data Entries • Accident Investigations • Accident Reports • Claim Denial Letters • Claim Files • Claim Intakes • Claim Investigations • Claim Payments • Claim Settlement Letters • Claimant Checks • Data Request Emails • Defensive Driving Course Training Sessions • Demand Letters • Employee Injury Claims • Employee Injury Investigations • General Claim Letters • Incoming Claims • Internal Loss Claims • Liability Claim Telephone Responses • Liability Release Documents • Outgoing Claims • Post Injury Reports • Return to Work Memos • Risk Management Information System Data Inputs • Temporary Assignment Agreements • Third-party Administrator Data Requests • Third-party Administrator Data Requests Responses • Tort Claim Acknowledgement Letters • Worker's Compensation Claim Email Intakes 	<ul style="list-style-type: none"> • Department Walkthroughs • Drug Notice Files • Drug Result Emails • Drug Result Files • Drug Result Letters • Drug Test Notices • Emergency Actions • Emergency Action Plans • Ergonomic Evaluations • Ergonomic Reports • Inspection Findings • Inspection Findings Reports • Insurance Certificate Approvals • Insurance Certificates • Insurance Endorsements • Job Hazard Analysis Approvals • Job Hazard Analysis Reviews • Monthly Fire Extinguisher Inspections • Occupational Safety and Health Administration End of Year Reports • Post-accident Breath Alcohol Tests • Random Breath Alcohol Tests • Reasonable Suspicion Breath Alcohol Tests • Return to Work Laserfiche Scans • Safety Information Articles • Safety Information Newsletters • Safety Information Posters • Safety Reports • Safety Standard Operating Procedures Drafts • Safety Standard Operating Procedures Reviews • Safety Standard Operating Procedures Updates

	<ul style="list-style-type: none"> • Worker’s Compensation Claim Reviews • Worker’s Compensation Claim Walk-in Intakes • Worker’s Compensation Telephone Responses • Americans With Disabilities Act Inspections • Americans With Disabilities Act Inspections Findings • Annual Hazardous Chemical Inventories Catalogues • Outside Agency Audit Data Collections • Automatic External Defibrillator Inspections 	<ul style="list-style-type: none"> • Self-insured Documents • Sharps Container Disposal and Replacement • Sharps Container Inspections • Vehicle Crash Reviews • Worker’s Compensation Monthly Reports • Work Restriction Notices • Worker’s Compensation Legal Postings
Manager	Program Manager- Carl Conley	
Program Budget		

<i>Programs</i>	
<i>Line of Business: Compliance</i>	
Purpose Statement	The purpose of the Compliance line of business is to provide investigation, evaluation, advisory, and documentation services to the City's organizational units, the City Manager, and elected and appointed officials, so that they can make well-informed operational and policy decisions that will promote responsible and ethical government practice.
<i>Program: Office of the City Clerk</i>	
Program Purpose Statement	The purpose of the Office of the City Clerk program is to provide documentation, notification, and reporting services to elected and appointed officials, the City Manager, and City organizational units, so that they can accurately inform the public of City business and activities to maintain public trust and transparency.
Family of Measures	<p>Results</p> <ul style="list-style-type: none"> • By December 2022, Las Cruces will have a comprehensive records management system to provide efficient retrieval and maintenance of public records. • 100% Compliance with Inspection of Public Records Act (IPRA). • 100% Compliance with the City of Las Cruces Records Retention Ordinance. • Legal will provide Open Meetings Act and Inspection of Public Records Act training to elected and appointed officials. • No substantiated Open Meetings Act violations by the State of New Mexico Office of the Attorney General. • No findings of identified statute violations by the State of New Mexico Office of the Attorney General, regarding IPRA. • By December 2023 all Policy Review Committees will receive FAQs regarding OMA compliance. • By June 2023 a work session regarding the PRC ordinance and compliance will be presented to city council, PRC committee members and staff liaisons. ▶ • By June 2023 a CMP regarding PRC compliance will be submitted to the CMP Committee for review and recommendation. ▶ • **% of Council packets delivered by Wednesday noon preceding Council Meetings • **% of agenda items approved by Council without postponement ▶ <p>**Establishing baseline.</p>
	<p>Outputs</p> <ul style="list-style-type: none"> • # Public records request inspection responses provided • # Elected official communications provided • # Destroyed records

	<u>Demands</u> <ul style="list-style-type: none"> • # Public Records inspections expected to be requested • # Elected official communications requested • # Records destroyed 	
	<u>Efficiencies</u> <ul style="list-style-type: none"> • \$ Program expenditure per Inspection of Public Records Act 	
Program Services	<ul style="list-style-type: none"> • Board Applications • Board Appointment Packets • Codifications • Contract storage • Constituent communication • Council Agendas • Council Meetings • Destroy Records • Election Forms • Elected Official Communications • Employee grievances • iCompass Training • Inspection of Public Records Act Training Sessions • Laserfiche Training Sessions • Mail Liquor License Approvals • Meeting Notices 	<ul style="list-style-type: none"> • Minutes • New Employee Records Management Training Sessions • Open Meetings Act Compliance Inquiry Responses • Ordinance Notices • Ordinances and Resolutions • Public Records Requests Responses • Records Destruction Verifications • Recorded Contracts • Retained Records • Retention Forms • Scanned Council Documents • Website Updates
Manager	Program Manager- Christine Rivera	
Program Budget		

<i>Programs</i>			
<i>Line of Business: Compliance</i>			
Purpose Statement	The purpose of the Compliance line of business is to provide investigation, evaluation, advisory, and documentation services to the City's organizational units, the City Manager, and elected and appointed officials, so that they can make well-informed operational and policy decisions that will promote responsible and ethical government practice.		
<i>Program: Internal Audit</i>			
Program Purpose Statement	The purpose of the Internal Audit program is to provide operational evaluation and consulting services to the City Manager and City organizational units, so that they can increase efficiency and improve internal operations, controls, and processes and identify potential fraud, waste, and abuse of public resources.		
Family of Measures	<p>Results</p> <ul style="list-style-type: none"> • By FY 2023, 80% of the annual audit plan will be completed by the end of the fiscal year. • By 2022 50% of employees will successfully complete ethics training. • By 2022, 75% of City employees surveyed will report that they agree or strongly agree that they work in an ethical climate. • Internal Audit will report audit recommendations provided to city departments and agreed upon timeframes. • 		
	<p>Outputs</p> <ul style="list-style-type: none"> • # Audit recommendations made • # Follow-up audits performed • # Unanticipated management requests 		
	<p>Demands</p> <ul style="list-style-type: none"> • # Follow-up audits expected to be performed • # Unanticipated management requests expected 		
	<p>Efficiencies</p> <ul style="list-style-type: none"> • \$ Program expenditure per audit recommendation made 		
Program Services	<table border="0"> <tr> <td> <ul style="list-style-type: none"> • Audit Document Reviews • Audit Exit Reviews • Audit Objectives • Audit Plans • Audit Process Reviews • Audit Programs • Audit Recommendations • Audit Reports • Audits • Compliance Tests • Consultations </td> <td> <ul style="list-style-type: none"> • Fraud, Waste, Mismanagement Investigation Recommendations • Fraud, Waste, Mismanagement Investigations • Fraud, Waste, Mismanagement Investigations Reports • Hotline Documentation Review • Hotline Investigations • Hotline Recommendations • Hotline Reports • Hotline Trainings Sessions </td> </tr> </table>	<ul style="list-style-type: none"> • Audit Document Reviews • Audit Exit Reviews • Audit Objectives • Audit Plans • Audit Process Reviews • Audit Programs • Audit Recommendations • Audit Reports • Audits • Compliance Tests • Consultations 	<ul style="list-style-type: none"> • Fraud, Waste, Mismanagement Investigation Recommendations • Fraud, Waste, Mismanagement Investigations • Fraud, Waste, Mismanagement Investigations Reports • Hotline Documentation Review • Hotline Investigations • Hotline Recommendations • Hotline Reports • Hotline Trainings Sessions
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	<ul style="list-style-type: none"> • Contracts Managed • Control Tests • Data Analysis • Data Collections • Data Recoveries • Data Validations • Efficiency Tests • Ethics Surveys • Ethics Training Sessions • External Audit Consultations • Financial Tests • Follow-up Audits • Fraud Risk Assessments • Fraud Tests • Fraud, Waste, Mismanagement Investigation Document Reviews 	<ul style="list-style-type: none"> • Internal Control Assessments • Risk Assessments • State Auditor Request Responses • Scope Determinations • Unanticipated Management Requests • Unanticipated Management Data Reviews • Unanticipated Management Analysis • Unanticipated Management Recommendations • Unanticipated Management Reports
Manager	Program Manager- Viola Perea	
Program Budget		

<i>Programs</i>	
<i>Line of Business: Compliance</i>	
Purpose Statement	The purpose of the Compliance line of business is to provide investigation, evaluation, advisory, and documentation services to the City's organizational units, the City Manager, and elected and appointed officials, so that they can make well-informed operational and policy decisions that will promote responsible and ethical government practice.
<i>Program: Legal Services</i>	
Program Purpose Statement	The purpose of the Legal Services program is to provide legal representation, prosecution, and advisory services to City Council, the City Manager, and organizational units of the City, so that the City can implement legally sound policy, foster public safety, and lawfully manage public resources.
Family of Measures	<p>Results</p> <ul style="list-style-type: none"> By 2022, we will present to the City Manager Policy Committee, a policy, regarding the comprehensive risk mitigation training program for supervisors and above. By 2022, 80% of trainees who respond, will respond positively that they have a better understanding of legal updates and policy directives on a post-training survey. 100% Elected officials will complete elected officials training.
	<p>Outputs</p> <ul style="list-style-type: none"> # Draft policies # Contract reviews completed # Driving while intoxicated Municipal Court case filings # Civil litigation case representations # Civil matters
	<p>Demands</p> <ul style="list-style-type: none"> # Contract reviews expected to be requested # Driving while intoxicated Municipal Court case filings expected to be requested
	<p>Efficiencies</p> <ul style="list-style-type: none"> \$ Program expenditure per civil matter
Program Services	<ul style="list-style-type: none"> Approved Audit Reports Approved Hotline Complaints Case Evaluations Case Settlements Citizen Meetings Civil Litigation Cases Civil Matters Client Notifications Contraband and Weapon Destruction Approvals Legal Consultations Legal Opinions Legal Representations Legal Research Memos Liens Liquor License Approvals Misconduct Reports Narcan Distributions Narcan Outreach Sessions Narcan Training Sessions

	<ul style="list-style-type: none"> • Contract Approvals • Contract Attorney Coordination • Contract Drafts • Contract Reviews • Council Meeting Presentations • Council Rules of Procedure Training Sessions • Criminal Prosecutions • Department Director Consultations • DWI Municipal Court Cases • Elected Officials Training Sessions • Employee Garnishments • Employment Consultations • Employment Discipline Reviews • Employment Harassment Consultations • Employment Investigations • Equal Employment Opportunity Commission Responses • Ethics Complaint Consultations • Hotline Complaint Consultations • Hotline Complaint Reviews • Inspection of Public Records Act Reviews • Inspection of Public Records Act Approvals • Insurance Consultations 	<ul style="list-style-type: none"> • Negotiated Agreements • Negotiated Contracts • Nuisance Abatement Liens • Police Legal Update Training Sessions • Police Risk Mitigation Training Session • State Auditor Request Responses • Nuisance Abatement Referrals • Nuisance Abatement Reviews • Ordinance Drafts • Ordinance Revisions Drafts • Outside Counsel Contracts • Outside Subpoena Responses • Outside Discovery Responses • Police Department Consultations • Police Use of Force Reviews • Policy Drafts • Procurement Code Consultations • Reviewed Press Releases • Edited Press Releases • Tort Claim Notices
Manager	TBD	
Program Budget		