

Outsourcing/Strategic Vendor Relationships

Office of the City Attorney - Budget Request 2010-2011

In previous years, the Office of the City Attorney has aggressively pursued a working model that depends heavily on a variety of outsourced professional, technical and investigative resources. This Office believes it is time to discontinue such a model. At a time when outsourcing has become an attractive option to explore in some City departments, we believe we should be proceeding in the opposite direction and return many of these outsourced services in-house.

We have come to this conclusion after a comprehensive and extensive transition process and after assessing the present capabilities and potential for the Office through day-to-day interaction with employees and their management.

Over reliance on outsourcing case management erodes the base of experience and expertise in the City Attorney's Office. Similarly, the outsourcing of litigation expense for investigation, copy services, subpoena service, expert testimony, and other resources becomes very convenient and attractive, rather than holding employees accountable to a higher and more productive level of performance.

For two primary reasons, a balance has to be attained between the choices of in-house and outside resources:

1. Employees need to be highly effective, experienced, and available at all times in technical, legal and forensic specialties. This expertise comes with frequent practice.
2. There are limitations on the amount of funds available to continue to expand this trend.

We would prefer to explore the addition of more litigation expense, and salary expense in our General Fund budget as a more cost-effective means to accomplish much of the case management and collateral litigation support activity currently being outsourced.