

Strategic Plan

Office of the City Attorney - Budget Request 2010-2011

2010-11

In the coming fiscal year (2010-11) the effects of the Early Retirement Incentive Program (ERIP) and the loss of seasoned staff will result in significant impacts throughout this Office. We therefore intend to submit a limited number of exemption requests to the managed hiring committee for replacement personnel in categories that are not only unique, but critical to our revenue-producing activities. Examples of such positions include investigators and victim/witness coordinators, many of which are grant funded. ERIP will severely deplete these two classifications in this Office.

The Office will need to reorganize in order to more efficiently handle its workload and performance requirements with fewer staff and less experienced middle managers.

In the Criminal Branch, certain assignments relating to crime prevention and community coordination will be reduced in order to staff the core missions of investigation and prosecution. Organizational units that participate in Citywide Task Forces, Interagency Task Forces, and Gang Abatement will be similarly curtailed in order to satisfy our core prosecution mission in the courtroom.

In the Civil Branch and Administrative Services, the trend of reducing litigation expenses, settlement pay outs and dependence upon outside counsel will continue to be aggressively pursued.

Assignments of attorneys serving as counsel to City commissions, boards, departments and special funds may be diminished through consolidation of similar assignments, or changing status to part-time staffing of such positions.

The implementation of ERIP and the reduction in the use of outside counsel will require such proposed changes. Specifically, the workload of attorneys in our Civil Branch, including our core mission of defending the City in civil litigation, will increase due to additional work being performed in-house.

During fiscal year 2010-11, this Office will initiate a multi-year program of in-service training for our personnel. Such training will be primarily provided through our newly-created Academy of Justice or in seminars. Our staff will also take advantage of on-line, closed circuit, and training on video media such as DVDs. Moreover, staff will hold lunch time briefings and special sessions for M.C.L.E. credit whenever possible. The majority of such training will be accomplished at very little cost.

Strategic Plan

Office of the City Attorney - Budget Request 2010-2011

2011-12

In the following year (2011-12), this Office anticipates that its ability to generate mid-year unanticipated special revenues will significantly increase and materialize.

Such an increase in special revenues will further enable this Office to bring additional outside counsel assignments back in-house. The reduction of outside counsel costs, however, will result in some increases in litigation expenses for this Office, including expert witness and other trial preparation costs.

During this period, this Office will also continue to expand its own, in-house investigative resources, and thereby reduce the dependency upon and costs of private, hourly investigative assistance. The use of in-house investigators will not only prove to be a more cost-effective investigative solution, but will also allow this Office to respond to and investigate criminal, civil and risk management matters in a more timely manner.

During this period, this Office also anticipates that it will begin attracting more grant and special funding for use in restoring some of the crime prevention, task force and special emphasis programs diminished in 2010-11 as a result of ERIP and the continuing hiring freeze.

2012-13

In the following year (2012-13), this Office will continue reducing the dependency upon outside counsel and will be performing more legal work in-house. This effort will also include cross-training of our staff to handle matters in many different specialized areas. As a result, our staff will become more flexible, which will provide management greater latitude in making case assignments.

As vacancies accumulate in this Office during the coming years, and eventually reach a point where it is necessary to hire 20 or more entry-level attorneys, we will request hiring authority from our existing budget resources. These new entry-level attorneys will be trained in a pre-service academy setting, and then assigned to the Criminal Branch, which will allow the re-assignment of more experienced trial attorneys to the Civil Branch.