



LEGAL DEPARTMENT *Strategic Business Plan*

Mission Statement

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.

Issue Statements

Issue 1 – The lack of legal compliance to internal rules and City policy by City Departments, if not addressed will result in:

- 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

Issue 2 – The increasing responsibilities and expectations of the Legal Department, coupled with status quo staffing and resources, if not addressed will result in:

- 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

Issue 3 – The lack of focus on education of ethical standards by departments, if not addressed will result in:

- 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

Issue 4 – The lack of mandatory, effective, and substantial training for City leadership and in all departments, if not addressed will result in:

- Increased liability exposure
- Loss of community trust
- Decreased efficiency in operations
- Increased Worker's Compensation claims and costs
- Inaccurate information provided to the community
- Inability to respond to unexpected circumstances and disasters
- Higher employee turnover

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:

- By 2019, the Department will work with the Office of Management and Budget to develop and implement a comprehensive self-insured funding strategy.
- By 2019, the Risk Management division will contract with an outside agency to actively recover uninsured third party liability claims for the City.
- By December 31, 2019, a comprehensive risk mitigation training program for supervisors.
- By December 31, 2019, a City Manager policy regarding the comprehensive risk mitigation training program will be presented to the City Manager and approved.
- By 2022, 90% of supervisors will have successfully completed risk mitigation training.

Aligned with Issue Statements: 1, 3, 4

Aligned with City Council's Strategic Plan: 1, 7, 14, 18

Strategic Result 2 – American With Disabilities Act (ADA)

The City of Las Cruces will meet or align with federal or state ADA requirements for new development or construction, as evidenced by:

- By August 30, 2019, in coordination with Human Resources, a comprehensive ADA training program for City Departments will be developed.
- By 2019, 100% of elected officials will have been provided training materials or a live training session that includes ADA requirements.
- By 2021, All ADA compliance issues will be identified within all existing city facilities built prior to 2019.
- By January 1, 2021, ADA information will be available online for employees and the public.
- By 2022, legislation will be proposed that requires all new construction by the City of Las Cruces to be substantially compliant with ADA.

Aligned with Issue Statements: 1, 4

Aligned with City Council's Strategic Plan: 1, 2, 4, 7, 12, 14, 15, 16, 18, 19, 20

Strategic Result 3 – Public Safety Risk Mitigation

The City of Las Cruces will experience a reduction in public safety complaints where the City is deemed at fault, as evidence by:

- By 2019, legal update and risk mitigation training program will be available to applicable police department officers annually;

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- By 2022, there will be a 50% decrease in at-fault vehicle crashes in the police department compared to 2018 calendar year.
- 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.
By December 31, 2022, 80% of applicable police officers will have received at least one legal update training session from the Legal Department;

Aligned with Issue Statements: 1, 4
 Aligned with City Council's Strategic Plan: 1, 7, 14

Strategic Result 4 – 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:

- 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 City of applicable Las Cruces departments will respond positively when surveyed and asked if the Department assisted them in furthering their mission.
- By 2019, 20% or more of property loss recoveries will be utilized to fund a claims adjuster position.
- By 2020, 75% of City facilities will have a trained City employee on staff who can administer an opioid antagonist.
- By 2020, 80% of Board/Commission members will report that they receive the information they need to make informed decisions.
- By 2021, 90% of known property losses will be recovered by a claims adjuster.
- By July 1, 2021, the City of Las Cruces will have a Worker's Compensation Reserve Fund that is adequately funded to meet New Mexico Worker's Compensation Administration requirements.

Aligned with Issue Statement: 1,2
 Aligned with City Council's Strategic Plan: 6, 14, 18

Strategic Result 5- Government Accountability

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

- 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.
- By 2019, legislation will be introduced that will promote and foster government accountability, which will include provisions that will more closely align Internal Audit with Institute of Internal Auditors standards and create an Inspector General position.
- By 2020, City employees involved in creating agendas and agenda packets for public meetings will have access to automated agenda management software that will reduce redundancy and increase efficiency.
- By 2020, 80% of the annual audit plan will be completed by the end of the fiscal year.

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- By 2021, Las Cruces will have a comprehensive records management system to provide efficient retrieval and maintenance of public records.
- By 2022, 60% 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: 1, 14

Commented [AV5]: Not listed in a program

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<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% Elected officials completed elected officials training • 50% Change in losses where the City is at fault
<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% City of Las Cruces new construction compliant with the Americans with Disabilities Act. • 90% Safety findings corrected per report timeline. • 90% Known recoverable property losses will be recovered. • 100% Compliance with Inspection of Public Records Act (IPRA- which is intended to provide the public with access to information about governmental affairs). • 90% Customers surveyed will agree that Clerks Office is high performing and customer-focused. • 100% Compliance with state records retention act. • 95% Recommendations made from Internal Audit implemented within agreed upon timeframes. • 80% Planned audits completed annually. • 40% Reduction in hotline complaints received by Internal Audit. • 90% Ordinance/ Policy revisions adopted

	<ul style="list-style-type: none">• 80% Training participants will respond that they have a better understanding of legal updates.• 75% of City facilities will have a trained City employee on staff who can administer an opioid antagonist.
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Commented [AV7]: Wording is different in the Strategic Result. The Year is missing and the % is different.

Commented [MC8R7]: Changed at page 4

<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 2019, 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 acquired • # 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 • Budget Approvals • Budget Updates • Budgets • 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 • Email Responses • Emails • Hiring Recommendations • Hiring Selection Plans • Job Descriptions • Job Interviews • Laserfiche • Leave Request Approvals • Mailed Document Receipts 	<ul style="list-style-type: none"> • Memos • Notarized Documents • Office Supplies Purchases • Paid Invoices • Personnel Action Inputs • Position Requisitions • Project Action Plans • Public Records Request Inquiries • Purchase Orders • Scanned Documents • Scored Applications • Signed Documents • Staff Appraisals • Staff Inquiry Responses • Staff Instructions • Staff Meetings • Stored Records • Telephone Inquiry Responses • Time Card Entries • Time Cards • Travel Orders • Walk-in Inquiry Responses
Manager	Program Manager- Monica Campbell Line of Business Manager- Monica Campbell	
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 August 30, 2019, in coordination with Human Resources, a comprehensive ADA training program for City Departments will be developed. • By 2020, 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 Employees will be current with defensive driving training requirements. • By 2021, 75% of applicable police department employees will receive defensive and safe driving training update. • By 2022, 90% of supervisors and above will have successfully completed risk mitigation training. • By 2022, there will be a 50% decrease in at-fault vehicle crashes in the police department when compared to 2018. • 50% Change in losses where the City is determined to be at fault.
	<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	<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 • 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"> • 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 • 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 Line of Business 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: 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 2019, the Department will work with the Office of Management and Budget to develop and implement a comprehensive self-insured funding strategy. • By 2019, the Risk Management division will contract with an outside agency to actively recover uninsured third party liability claims for the City. • By December 31, 2019, a comprehensive risk mitigation training program for supervisors and above will be developed. • By 2020, 75% of damaged City property will be reported in a timely manner, but not more than 72 hours after the incident causing the damage. • By 2021, 90% of known property losses will be recovered by a claims adjuster. • By July 1, 2021, the City of Las Cruces will have a Worker's Compensation Reserve Fund that is adequately funded to meet New Mexico Worker's Compensation Administration requirements. • By 2021, All ADA compliance issues will be identified within all existing city facilities built prior to 2019. • _____% Self-insured reserve to cover potential losses • 90% City of Las Cruces new construction will be substantially compliant with the Americans with Disabilities Act. • 90% Safety findings will be corrected per report timeline. • 90% Known recoverable property losses will be recovered.

	<p><u>Outputs</u></p> <ul style="list-style-type: none"> • # Accident investigations conducted • # Claims investigations conducted • # Inspection findings • # Americans with Disabilities Act Inspection findings 	
	<p><u>Demands</u></p> <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 	
	<p><u>Efficiencies</u></p> <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 	<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

	<ul style="list-style-type: none"> • Third-party Administrator Data Requests • Third-party Administrator Data Requests Responses • Tort Claim Acknowledgement Letters • Worker's Compensation Claim Email Intakes • 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"> • Safety Information Posters • Safety Reports • Safety Standard Operating Procedures Drafts • Safety Standard Operating Procedures Reviews • Safety Standard Operating Procedures Updates • 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 Line of Business Manager- Jennifer Vega-Brown	
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 2020, City employees involved in creating agendas and agenda packets for public meetings will have access to automated agenda management software that will reduce redundancy and increase efficiency. • By 2021, Las Cruces will have a comprehensive records management system to provide efficient retrieval and maintenance of public records. • By January 1, 2021, ADA information will be available online for City employees and the public. • 100% Compliance with Inspection of Public Records Act (IPRA). • 100% Compliance with the State Records Retention Act. • 100% Compliance with the Open Meetings Act.
	<p>Outputs</p> <ul style="list-style-type: none"> • # Public records request inspection responses provided • # Elected official communications provided • # Destroyed records
	<p>Demands</p> <ul style="list-style-type: none"> • # Public Records inspections expected to be requested • # Elected official communications requested • # Records destroyed
	<p>Efficiencies</p> <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 • Candidate Certifications • Codifications • Council Agendas • Council Meetings • Destroy Records • Election Forms • Elected Official Communications • 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 and Resolution 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- Linda Lewis Line of Business Manager- Jennifer Vega-Brown	
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 2020, 80% of the annual audit plan will be completed by the end of the fiscal year. • By 2021 50% of employees will successfully complete ethics training. • By 2022, 60% of City employees surveyed will report that they agree or strongly agree that they work in an ethical climate. • 95% Recommendations made from Internal Audit implemented within agreed upon timeframes. • 80% Planned audits completed annually. • 40% Reduction in substantiated hotline complaints received by Internal Audit.
	<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	<ul style="list-style-type: none"> • Audit Document Reviews • Audit Exit Reviews • Audit Objectives • Audit Plans • Audit Process Reviews <ul style="list-style-type: none"> • Fraud, Waste, Mismanagement Investigation Recommendations • Fraud, Waste, Mismanagement Investigations

	<ul style="list-style-type: none"> • Audit Programs • Audit Recommendations • Audit Reports • Audits • Compliance Tests • Consultations • 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"> • Fraud, Waste, Mismanagement Investigations Reports • Hotline Documentation Review • Hotline Investigations • Hotline Recommendations • Hotline Reports • Hotline Trainings Sessions • 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- Audrey Evins Line of Business Manager- Jennifer Vega-Brown	
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 2019, legal update and risk mitigation training program will be available to applicable police department officers annually. • By 2019, 100% of elected officials will have been provided training materials or a live training session that includes ADA requirements. • By December 31, 2019, a City Manager policy regarding the comprehensive risk mitigation training program will be presented to the City Manager and approved. • By 2019, legislation will be introduced that will promote and foster government accountability, which will include provisions that will more closely align Internal Audit with IIA standards and create an Inspector General position. • By 2019, a policy will be introduced that will address the opioid epidemic and provide training to City employees so that they can administer an opioid antagonist to individuals in need of emergency aid. • By 2020, 50% of City facilities will have a trained City employee on staff who can administer an opioid antagonist. • 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. • By 2022, legislation will be proposed that will require all new construction by the City of Las Cruces to be substantially compliant with ADA. • By December 31, 2022, 80% of applicable police officers will have received at least one legal update training session from the Legal Department. • 95% Ordinance/ policy revisions adopted. • 100% Elected officials will complete elected officials training.

Commented [AV9]: The Strategic Result says 2022

Commented [MC10R9]: Changed to 2022

	<ul style="list-style-type: none"> • 75% of City facilities will have a trained City employee on staff who can administer an opioid antagonist. 	
	<p><u>Outputs</u></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><u>Demands</u></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><u>Efficiencies</u></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 • 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 	<ul style="list-style-type: none"> • Legal Consultations • Legal Opinions • Legal Representations • Legal Research Memos • Liens • Liquor License Approvals • Misconduct Reports • Narcan Distributions • Narcan Outreach Sessions • Narcan Training Sessions • 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

	<ul style="list-style-type: none"> • 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"> • Policy Drafts • Procurement Code Consultations • Reviewed Press Releases • Edited Press Releases • Tort Claim Notices
Manager	Program Manager- Jennifer Vega-Brown Line of Business Manager- Jennifer Vega-Brown	
Program Budget		