



Ms. Daphne Hooper
City Manager
City of Fernley
595 Silver Lace Blvd.
Fernley, NV 89408

Dear Ms. Hooper:

Management Partners is pleased to provide this proposal to conduct an organizational assessment of the City Attorney's Office. Recent transition of staff in the City Attorney's Office presents an opportunity to review processes and functions to ensure that the legal services of the City are being delivered in the most efficient manner with the necessary tools available.

This assessment will provide an opportunity for staff in the City Attorney's Office to provide insight into improving the various legal processes and for our professionals to review the work (and workload) in relation to best practices. They will have important perspectives about the functioning of the office, gaps in current services, the tools and support they need to increase efficiency, and how to position the functions to meet future workload and legislative changes. City leaders will also have important insights from this review into the operations of Fernley's legal processes.

As you know, Management Partners is a professional management consulting firm specializing in helping local government leaders. The firm is staffed with about 100 professionals who are experienced public service managers as well as qualified management consultants. Our professionals carry out a full range of projects for local government leaders including strategic planning, teambuilding, organization reviews, executive coaching, performance management, and process improvement reviews. Each assignment we undertake receives careful, professional attention. We take pride in the quality of our work.

Understanding the Engagement

The mission of the City Attorney's Office is to deliver outstanding legal services by providing sound legal advice to City officials. The Office defends the City's policies in court and prosecutes violations of the criminal and civil ordinances when the community's quality of life or economic interests are jeopardized. The City Attorney is appointed by the Council and provides legal guidance and support to elected officials, departments, and Boards and Commissions in the conduct of City business.

Based on our experience with organization reviews and our understanding of the needs of the City of Fernley, we have prepared the following plan of work below to increase the agency's efficiency and effectiveness.

Activity 1 – Start Project

Management Partners will begin by meeting with you and other appropriate staff. The start-up activity forms the foundation of the relationship between Management Partners' team and the City's project team. During this initial meeting, we will confirm deliverables and due dates to ensure the project is completed on time and on budget and that our proposed scope of work is aligned precisely to meet your goals.

We understand that the work associated with this review is in addition to the normal work of the organization. Our goal is to integrate our activities in a manner that is thoughtful and minimizes disruption to regular activities. We will have provided a data request prior to this meeting and will review the material collected by staff to identify any other data needs.

Activity 2 – Gather Information from Court and City Staff

Next, we will gather information from legal services employees, City officials, and stakeholders. Doing so will allow staff to become engaged and share their perspectives not only about accomplishments of the Office over the last several years, but also issues in the functions and opportunities to innovate and improve. We will learn about existing staffing, organizational structure, operations, policies, and practices.

- *Review background material.* We will review the material requested in Activity 1 to begin to formulate an understanding of departmental operations and to prepare for our interviews and survey.
- *Conduct interviews.* Management Partners will interview the Mayor, City Attorney, and Deputy City Attorney to learn about the legal services operations and systems, including relevant workload and performance management information, as well as perspectives about strengths and weaknesses and ideas for improving efficiency and effectiveness.

At the conclusion of this activity, we will identify any additional information gathering work that will round out our understanding of these important operations.

Activity 3 – Conduct Peer Comparisons and Research Best Practices

During this activity we will research practices used by peer cities, as identified by Management Partners and the City's project team. Understanding the uniqueness of the City of Fernley, we will use these data as a useful point of comparison to assess the adequacy of current organizational arrangements and staffing. We will conduct additional research as appropriate into best practices used by municipal courts to supplement our work.

Activity 4 – Conduct Analysis

Next, we will analyze the information collected previously. We examine the results of our data gathering and assess the current state of legal services to identify not only what is working well in the Office, but also opportunities to increase efficiency and effectiveness, including the following:

- Management system, including performance metrics such as case and workflow management;
- Workforce changes and succession planning;
- Opportunities for virtual services;
- Technology tools and needs;
- Training and professional development;
- Organization structure and reporting relationships;
- Application of best practices; and
- Other opportunities to increase efficiency and effectiveness.



We will prepare our observations and preliminary recommendations for review with city leaders. This will be an opportunity to discuss what we learned and observed in our analysis and hear feedback about the recommendations we have identified. This discussion provides a preview of the project report (Activity 5).

Activity 5 – Report Results

Once we have received feedback about the memorandum described above, we will prepare a draft report that includes our analysis and recommendations for improvements. We will present the draft for review and comment. This is especially significant, since it is our expectation that every recommendation in the report is worthy of implementation and will be implemented. Accordingly, it is important that the final report not contain any inadvertent factual errors or lack of clarity. At the conclusion of the review period, we will consider all changes and suggested revisions and prepare the final report.

Activity 6 – Support Implementation

Management Partners has a strong bias for action. Our reports and resulting recommendations become tools for setting priorities, and for developing implementation work plans. After completing the project report, we will prepare a draft Implementation Action Plan incorporating each recommendation in the project report. The draft action plan will set forth the steps required for implementation, appropriate assignment of responsibility for action and priority level (immediate, near or long term) for initiating each recommendation.

The action plan is prepared as a draft and becomes final once the city integrates the action steps into its overall work plan with specific dates for completion. The action plan offers an important management tool for actual implementation of the work reflected in the project report.

Our Experience and Qualifications

Management Partners has significant experience in assessing local government operations, including all aspects of municipal government. The table below shows jurisdictions we have assisted in the recent past with organization reviews of city attorney and legal functions.



Jurisdiction	Project
Berkeley, California	City Attorney's Office Staffing Comparison Analysis
Chamblee, Georgia	Municipal Court Operations Review
Fremont, California	City Attorney Organization Assessment
Huntington Beach, California	City Attorney Organization Review
Oxford, Ohio	Municipal Court Development
San Bernardino, California	City Attorney Office Review
Santa Clara, California	City Attorney Staff Review
South Miami, Florida	Performance Based Audit – City Attorney

Our Team

We have a strong project team that is well qualified to complete this work for Fernley. Andrew Belknap will serve as project manager and will be responsible for execution of the project. He will be supported by Sam Lieberman and Andrea Miller. Brief qualifications of each team member are provided below.

Andrew Belknap, Senior Vice President

- More than 20 years of local government experience, including service as a city manager, public works director, a variety of interim management positions, and as consultant to California municipalities and special districts.
- Expert in **local government financial management**; has **led numerous projects to address structural fiscal deficits** in diverse settings including the cities of San Jose, Fremont, Santa Ana, Santa Cruz, Bakersfield, Sacramento and Tracy, California as well as the Ports of Oakland and West Sacramento.
- During 2008 and 2009, Andy served as an expert witness in the City of Vallejo's bankruptcy proceeding. In 2011 and 2014 he served as project manager for the City of Stockton's AB 56 process mediation and subsequent Chapter 9 bankruptcy and recovery. Between 2015 and 2017 he **managed the City of San Bernardino's bankruptcy and developed the plan of adjustment** for the City, which led to fundamental changes in governance and operations.
- As a result of bankruptcy recovery and other work, he is expert at developing alternative service delivery arrangements, as well as revenue development, over a broad array of municipal services including **law enforcement, fire, EMS, code enforcement, public works, parks and recreation and community development**
- Andy has served well **over 200 California and Nevada local governments**, many on multiple occasions, including 19 of the largest 20 cities.
- A trained economist, Andy brings a special **expertise to fiscal analysis and public finance issues**. His blend of quantitative skills, coupled with a practitioner's understanding of public services and management systems, adds value to all types of organizational and policy analysis.
- Working with a detailed long term fiscal model Andy and Management Partners have developed **a tool for modeling "revenue loss" and other eligible funding uses, as specified in the American Rescue Plan (ARPA) legislation and Treasury rules**. The model can run a multitude of scenarios and be used in workshops considering alternative uses for ARPA funding

Sam Lieberman, Senior Manager

- Provided consulting assistance to local governments for the past 11 years.**
- Facilitates strategic planning and process improvement workshops, develops and analyzes strategic planning community input surveys** and employee satisfaction and internal services



surveys, conducts research and analyses, assists in the development of performance measurement systems, and directs benchmarking research.

- Conducts **complex financial and operational analyses** to support many different types of clients including organization reviews, process improvement studies, service sharing projects, and financial planning and budgeting studies.
- Co-authored an article on **how government can take advantage of data analytics programs** that appeared in *PM Magazine*.

Andrea Miller, Special Advisor

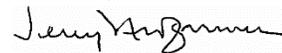
- More than 25 years of experience emphasizing financial management, **intergovernmental relations, personnel and contract administration**, safety programs, code enforcement/prosecution, planning, public information, economic development, housing, environmental and community involvement programs.
- Served as city manager or assistant city manager of the California cities of San Bernardino, West Covina, and La Mirada where she was responsible for oversight and direction of all municipal services as well as long range and strategic planning.
- As a trial lawyer, represented cities and counties in Los Angeles and San Bernardino Counties where her practice focused on use of force, civil rights violations, wrongful termination and civil service commission hearings.
- As executive director of the San Gabriel Valley Council of Governments managed strategic planning, policy implementation and record-keeping.
- Admitted to the California Bar Association in June 2000; earned Juris Doctorate and Master of Public Administration degrees.

Hours and Cost

Management Partners anticipates devoting 127 hours of our staff time to complete the plan of work described above. The total cost of this project is \$29,500, which includes all fees and expenses. The ultimate test of a quality project is that the client is pleased with the results, and we are committed to achieving that goal.

Please let me know if we can provide any additional information.

Sincerely,



Jerry Newfarmer
President and CEO

Accepted for the City of Fernley by:

Name: _____

Title: _____

Date: _____

