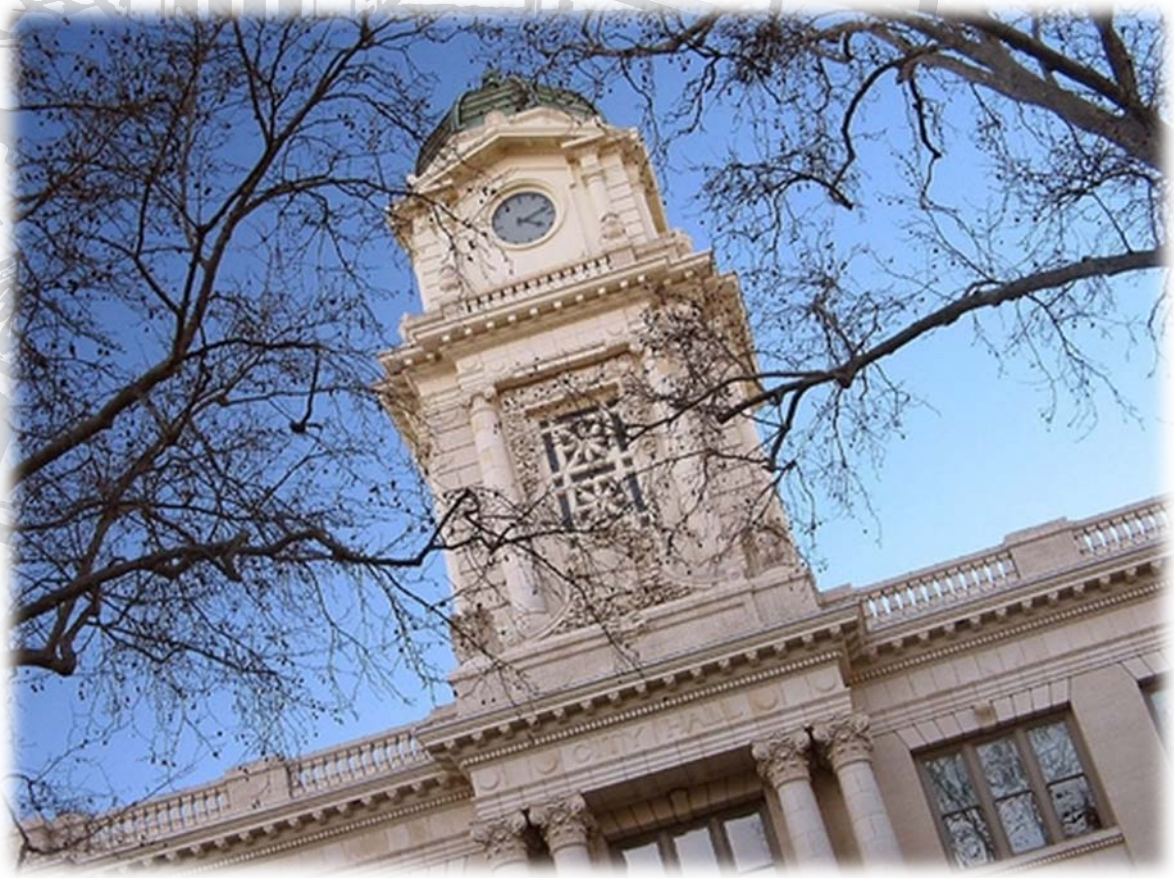
OFFICE OF THE CITY CLERK



January 2013

Office of the City Clerk: 2003-2013 & Beyond

Office of the City Clerk

2003-2013 & BEYOND

INTRODUCTION

I am excited to embark upon my 10th year as City Clerk. After my appointment in December 2003, I quickly immersed myself in learning and building the skills needed to be an effective City Clerk. In 2006 I was awarded the designation of Certified Municipal Clerk and three-and-a-half years later was awarded the designation of Master Municipal Clerk. This was the fastest that any clerk has been able to achieve both designations. In 2010, I was honored by the League of California Cities by being named the Clerk of the Year. Then in 2011 I led my esteemed colleagues as the president of the City Clerk's Association of California.

During the past 10 years I have been and remain committed to utilizing technology. Our constant commitment and annual evaluation of our business practices has positioned us to constantly improve and refine our processes. An annual review and analysis of where our office could improve led to the implementation of the Citywide Content Management (CCM). This includes the electronic document content system that currently holds over 6 million records, the automated council staff report and agenda package system, and the public record request processing workflow. This is an ongoing process as we continue to bring departments and other aspects on board.

The Sacramento City Clerk's office is known throughout the State as the leader in technology and we are a resource to numerous cities. We are often called upon to serve as speakers and instructors for various local, state, and national conferences. We have been published and referenced in numerous articles and website documents (Local Government, Government Technology, and Western Cities). We were the first to start with social media as an avenue to communicate council meeting information to our constituents. We have served on the League of CA Cities policy committees continuously as well as other state and national committees.

OFFICE OF THE CITY CLERK

Duties & Responsibilities

The City Clerk is responsible for a vast array of administrative services that provide support for all City Departments, including:

- Agenda & Legislative Management
- Boards & Commissions
- Contracts & Bids
- Elections
- Economic Filings
- Passport Services
- Citywide Records Management
- General Administration of the City Clerk Offices

CITY CLERK BY THE NUMBERS

The City Clerk's Office is truly the hub of many of the City's activities and processes. We proudly serve as the connection between our citizenry and the legislative process. Here is a glimpse of our office by the numbers:

- Processes over 800 City Council staff reports, as well as 500 resolutions and ordinances annually.
- The shift to the electronic City Council agenda package created an ongoing savings of $65K in supplies and services and significant staff time in each city department.

- Oversees the application and selection process of the 162 seats on various boards and commissions the City Council has confirmation authority over.
- Each year processes over 2000 new contracts, contract change orders and contract supplements; and accepts bids for over 100 projects.
- As the City's Election Official, every two years the City Clerk processes an average of 15 candidates each election year. Last year was a record breaking year with over 58 candidates processed for the fall election due to the Charter Commission.
- Accepts and processes over 1600 various economic filings from elected officials, candidates, city staff, and lobbyists.
- Since 2007 our office has accepted over 9500 passport applications. Through passport revenues we have been able to provide over $245K to support various citywide technology initiatives.
- The CCM system currently holds all of the minutes, ordinances, and resolutions of the City Council from 1921 – present, as well as over 20 other record types for a total of 6 million records and growing.
- Currently process approximately 1800 public record request annually, an increase from 200 before the implementation of the Citywide Public Record Centralization Project.
- Serves as the business lead and administrator of the Citywide Content Management (CCM), which currently holds over 6 million records and numerous automated workflows and other processing mechanisms for the City Council meeting agenda package, public record request acceptance and fulfillment; and processing of accounting and journal vouchers.

LEADERS IN INDUSTRY

The Sacramento City Clerk's Office is deeply committed to being an innovation and technology leader in the community, the City, and in the Clerk's profession. Over the past seven years our office has utilized cutting edge technology to provide improved service to our customers. We are constantly striving to re-evaluate, refine, and streamline processes to create savings of not only real dollars but staff time in our department and all city departments. Due to our fiscal prudence and innovative problem solving we have been able to achieve significant savings despite losing three full-time positions in our office.

Community Connection

- Lead department and coordinate the Youth at City Council program.
- Participates in the CWEX (community work experience program) which provides work experience to displaced workers.
- Has a robust volunteer and student intern program that has generated over 4700 volunteer hours over the past three years.
- Participates each year in the Youth at City Hall mentoring and intern program.
- Attends community meetings to bring awareness to the way citizens can more fully participate in the legislative process.
- Implemented social media to help keep the community connected to the legislative process including Twitter and Facebook.

Training & Education

Investing in training and education of the City's greatest resource, staff, is a number one priority. The Clerk's commitment to education extends to all City staff as well as fellow municipal clerks.

Office of the Clerk

I am proud to say that 40% of my staff has achieved the designation of Certified Municipal Clerk (CMC) or Master Municipal Clerk (MMC). These designations are awarded after a rigorous experience and educational program by the International Institute of Municipal Clerks. Currently four additional members of our office are

pursuing their CMC and MMC designations. This is the highest percentage of certified staff in one office in the state.

Citywide Training Programs

It is imperative that city staff use all of the tools and systems in place to their fullest extent. In order to continue to be successful it is crucial that staff have the training necessary to work effective and efficiently. In response to this need we work closely with departments to provide training. In addition to developing a comprehensive video tutorial library for city staff and candidates for office, we have presented classroom style sessions for city staff including:

- City Clerk Learning Series (7 course learning program)
- Using the ADRS Workflow – submission and creation of council staff reports.
- Success at the Podium – preparing presenters to make clear and effective council presentations.
- Using the CCM repository – assisting users with the Citywide Content Management record repository.
- Adobe Training – basic, intermediate, and advanced courses on how to utilize Adobe Acrobat Professional.

Professional Organizations

An important part of being a leader in the municipal clerk profession is being involved in the organizations that represent municipal clerks including the City Clerk's Association of California (CCAC), International Institute of Municipal Clerks (IIMC), and the clerk's department of the League of California Cities.

- 2012 President of City Clerk Association of California, Shirley Concolino
- City Clerk staff serve on the: IIMC Records Committee, IIMC Mentoring Committee League of California Cities Administrative Services Policy Committee, and Public Record Request Committee CCAC Legislative Committee, and CCAC Conference Planning Committee.

Speaking Engagements & Publishing

The Sacramento Clerk's Office is well respected by municipal clerks nationally, and by the organizations that represent the municipal clerk profession. Members of our office are often requested to provide training sessions and are invited to speak at professional conferences.

- We have been invited to speak at over 5 international and state city clerk conferences and other various events such as the 2012 City/County Association of Government of San Mateo County Forum on Social Media.
- Our office has been featured in or contributed to 5 articles in respected trade publications such as Western Cities, Digital Communities, and Government Technology magazines.
- As known technology leaders we are frequently consulted by cities that are refining business processes and shifting to electronic records management, paperless agendas, and training in new technologies for the clerk's office. We have hosted site visits and digital forums with: California Board of Equalization, Crown Property Bureau (Thailand), and Government of Nigeria as they studied best practices for their Industries Transparency Initiative.

INITIATIVES: 2013 AND BEYOND

City Council Support Services

In June 2012, the City Council shifted the administrative support services of the Mayor/Council Offices and City Auditor's Office to the City Clerk. This includes technology support, human resources, accounting, budget, media services, and general administrative support for special projects of the Mayor and Council including the Sister Cities program.

An expectation of this consolidation was to look for efficiencies and eliminate redundancies between the two departments. The first six months required a review of processes and procedures within the Mayor and Council office. We have merged some of the obvious redundant processes such as accounting and human resources needs. This is an ongoing process. Following the resignation of the Operations Manager, we have opened the position for internal city candidates. The recruitment processes Is underway and we are hopeful that the position will be filled by mid-March. The ideal candidate will have extensive experience with the City's eCaps system as well as strong human resources, budgeting, and accounting skills.

Through the analysis of existing services it became apparent that staff adjacencies are an integral part of the success of the administrative consolidation. The City Manager has approved the move of the City Clerk's Office to the 5th floor of New City Hall. We are actively meeting with General Services staff to develop a move plan, and expect the move to occur this spring. The adjacency of staff and sharing of resources will create strong working relationships and a high-functioning office environment.

Citywide Contract Streamlining

The current method of processing contracts is not only antiquated but is a paper intensive process requiring an extraordinary amount of staff time to support. It is a number one priority for our office to streamline this process to reduce the demand on department staff citywide, significantly decrease the contract processing time, have stronger document control, and ultimately better record keeping.

Fortunately the existing business process and automation capabilities in the City's CCM system will meet most of the needs of this project. To be successful this project, much the same as the original CCM implementation, will be a collaborative effort and partnership between City Clerk, Central IT Department, and department stakeholders.

Once fully implemented the new contracting process will not only improve the customer experience of contracting with the city, but the refined process will also create significant efficiencies resulting in a savings of staff hours citywide. Additionally at the completion of the contract streamlining, the new process will prepare the City to implement digital signature acceptance.

In order to remain competitive in today's business market the City needs to continue to make business operations not only as expeditious as possible but be able to conduct business in a manner that our customers desire. Contracting is not the only business area where acceptance of digital signatures is critical. The ability to accept digital signatures is a crucial part of digital plan submission. The ability to accept digital signatures from design professionals and contractors will significantly reduce the plan review cycle time, providing a huge cost saving to developers and making Sacramento more business friendly.

Citywide Records Management

Record Request Centralization

In 2011, the City Clerk's office, in coordination with the City Manager, launched a pilot program to centralize the acceptance and processing of all of the City's public record requests. The initial pilot is complete and resulted in an initial staff time savings of two and a half full time employees. This initiative shifts the workload of public record request processing from each city department to the City Clerk. This shift increased the City Clerk's public record request workload from an average of 200 requests to an estimated 3500 annually by the time the final phase is completed in December 2013. The centralization of public record request acceptance is estimated to be the equivalent staff time savings of eight fulltime employees.

To provide further service to City Departments and ensure the timely response to subpoenas, the City Clerk's Office now accepts all subpoenas addressed generally to the City and for records. *(Subpoenas for specific*

people will continue to be served on them directly as required by law.) The City Clerk's Office will coordinate responses with the City Attorney's Office. This process will also create additional savings of staff time for departments and significantly improve coordination of the City's response.

Reduction of Offsite Storage & Record Scanning

In 2012 the City Clerk completed the first in-house overhaul of the City's Record Retention Schedule. In 2013 we will meet with each City department to examine current record keeping practices, assist them to be in compliance with the retention schedule, and develop a plan to eliminate the need for costly offsite records storage. The City Clerk and the Community Development Departments have already made significant progress reducing their records stored offsite. Most of the several hundred thousand documents removed from storage are now accessible to the public via the City Clerk's Online Record Library. Even with only a fraction of the Community Development Department records online we have already seen an estimated 15-20% reduction of public record requests. By creating this staff time savings we have been able to use the realized capacity to take on the public requests of additional City Departments.

Citywide Policies and Procedures

In coordination with the City Manager's Office, and in response to the City Auditor's report on city policies, the City Clerk is serving as the business process lead in the citywide effort to reform the City's policy, procedure, and guideline process. In the capacity as business lead the City Clerk is working with the City Manager's office to address the concerns raised in the City Auditor's report on the City's policies, procedures, and guidelines or PPGs. Formerly known as APIs (administrative policy instructions) all of the City's PPGs are being evaluated, cataloged, and either updated or retired as appropriate.

To ensure the timely update, completeness, retention, and appropriate updating of the PPGs the City Clerk has proposed the use of CCM to automate much of this process. Having a secure centralized repository and workflow will ensure that PPGs are regularly updated and ensure that staff will always know where to look for the most current PPG. The City Clerk is also supporting this process through the administrative support of formatting, storing, scheduling for annual review, and publishing of approved PPGs.

Another important aspect of this project is ensuring that format and style of the PPG documents meet the standards of ADA compliance. When complete all of the City's PPGs will be in compliance with ADA standards and available to both staff and the public in accessible formats. We believe Sacramento will be the first city in California to accomplish this goal. This project is already underway and we anticipate the initial phase of this project to be completed by July 1.

Board and Commission Processes

We are revising how we do business as it relates to the Boards and Commission application process. Currently we use a series of systems and data bases that make coordinating the application process challenging and very labor intensive. The initial phase of the program will be revising the application, simplifying the actual submission for the applicant and creating a document that easily produced for the selection process. The new templates will also virtually eliminate all of the staff time associated with redaction and filing of these documents as the automated system will complete these tasks. Again this is a process that can be automated using the City's existing CCM system.

By implementing an automated workflow and business practice in the CCM system the City Clerk will be able to more accurately track applications and appointed member information. We expect that upon completion of this project not only will the application experience for potential appointees be significant easier and less time consuming, our office will experience a savings of staff time that can be redirected to other initiatives.

Passport Services

As part of the City Clerk's move to the New City Hall building, will be opening a new passport acceptance center on the first floor of New City Hall. The new acceptance center will be conveniently located on the H Street side of the main floor in the space vacated by Central Services. Passport acceptance fills an important need of citizens, particularly as the post office next door relocated and many post offices are decreasing and eliminating their programs. Our passport program has been very successful, often having more customers than our current space and staffing allow. The program is not only vital to our customers but over the years has made it possible for the City Clerk to provide over $245K in financial support to various citywide technology initiatives such as improvements to City Council Chambers, $70K transfer to the Central IT department for the maintenance contract of the Citywide Content Management system, ongoing costs associated with video streaming legislative meetings, and electronic economic filings.

The new center will allow us expand our acceptance hours, accommodate more customers, and provide them easy access to this service. By placing the City Clerk's passport acceptance counter on the first floor customers will be able to have access to the ATM, public restrooms, and avoid delayed wait times while other types of customers are helped at the City Clerk's reception desk.

Electronic Economic Filings

In 2012, our office began a phased implementation of electronic filing of several of the Fair Political Practices Commission forms including the SEI 700, and campaign disclosures. After a comprehensive educational campaign and training sessions we launched an online module for required filers to complete their filing forms electronically. This saw a reduction of errors and late filings of over 50% from prior years. Subsequent to the completion of this phase state legislation was passed that to accept electronic campaign disclosures, eliminating the need for signed paper filings.

In 2013, in response to the new legislation we are implementing the second phase of electronic filing. Our office has already made a request with the Fair Political Practices Commission (FPPC) to participate in this new program, and anticipate a quick approval process. This new process will continue to reduce the amount of errors and late filings. At the time of final implementation we expect to see continued decrease if not virtual elimination of public record requests for this information as customers will be able to self-serve by utilizing the online record portal of Netfile. Additionally our office expects to experience a savings of staff time, previously used to track, file, disposition, and respond to public record requests for the paper filings.

CONCLUSION

It has been a pleasure serving you, the city and our constituents always with the goal to give the best customer service and to meet the needs and expectations as much as possible. I hope you find the information shared in this report useful, as it documents not only the work we have accomplished over the past 10 years but also includes our 2013 initiatives. I look forward to working with you in the coming year, and am always open to any questions, comments or ideas.