

**FY 2012-2013
Strategic Operating Plan
Office of the City Clerk
Stephanie C. Kelly, CMC**



I. Executive Summary

The Office of the City Clerk provides services that connect citizens to their government and maintains a recorded history of government actions. These services include:

Mayor and Council Assistance

- Record verbatim minutes of all Council meetings and workshops
- Process Requests for Council Action and other official documents
- Provide consultation on procedural matters, Council actions and other records

Records Management and Research

- Record and archiving of contracts, minutes, ordinances, resolutions, oaths and all official records; Records retention and disposition
- Publish legal advertisements
- Update City charter and code
- Research for City Council, staff and the public
- Annexations and recording of deeds
- Transfer of data to electronic format
- Administration and maintenance of the Digital Contracts Archive system

Boards and Commissions

- Administer appointment process for 38 advisory boards and commissions
- Provide staff support to Civil Service Board and Citizen's Review Board
- Conduct oaths, annual reports and attendance records for the Civil Service Board and Citizen's Review Board

Customer Service

- Create, maintain, and distribute the Citizen Speakers' List for all Council Meetings
- Complete notarizations and attestations for all departments
- Issue going out of business licenses
- Accept and process applications for public monuments
- Complete requests for research and information
- Publish records and documents on website and CNET

Our Vision

To connect Charlotte citizens with their government by professionally and accurately preserving Council actions and providing easy access to all records of the City of Charlotte.

Mission Statement

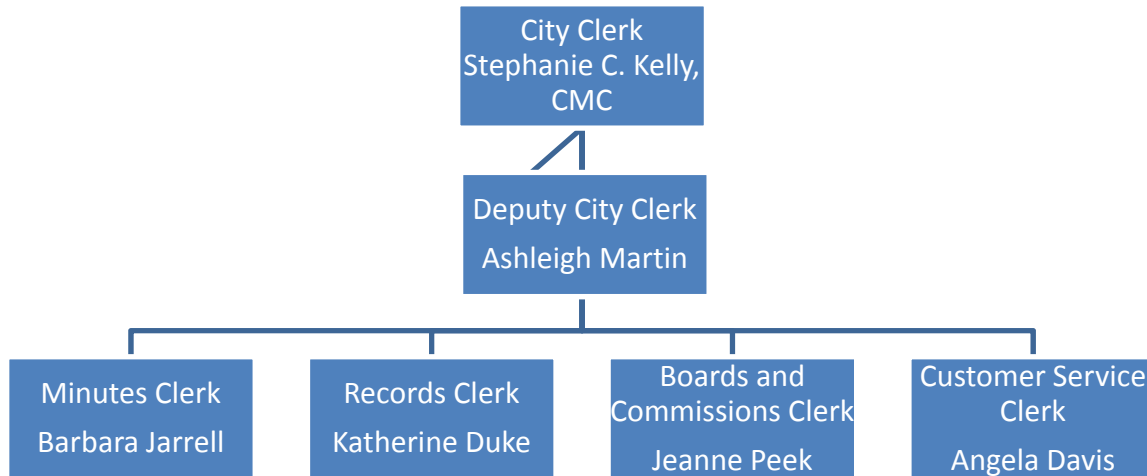
Our mission is to provide high quality information and services to the public, City Council and City staff so that effective and responsible decisions can be made to govern the City of Charlotte. The City Clerk's Office preserves the integrity of the City's official records while striving for the highest degree of excellence and professionalism.

Needs and Challenges

- In FY 2010, the City Clerk's Office ended its contract with Advanced Imaging Services for document scanning and storage. This produced significant cost savings, but also increased the staff time required to respond to records requests for both internal and external customers. After the contract's discontinuation, all records are maintained within the City, but are no longer available for direct access by the public or staff. The City Clerk's Office is in the process of identifying new and innovative ways of making this information readily available to all customers.
- In an effort to keep costs low, the City Clerk's Office continues to use the services of a part-time, once retired clerk who administers the Council's 38 advisory boards and commissions. This flexible work arrangement provides for salary savings while maintaining service levels.
- The Clerk's Office also uses the services of another retired person primarily during the spring to assist with transcribing minutes for budget retreats. Her services aid our department in achieving our goal of completing all verbatim minutes within 28 days.
- An improvement in the economy and the addition of annexations in FY 2011 will likely increase advertising needs and costs for FY12-13. The Clerk's Office plans to work with other KBUs to explore a more centralized advertising agreement with local media to potentially decrease the amount of funding spent on legal ads.
- The Clerk's Office continues to need more funding than is allocated for training and travel. The City Clerk remains active in state, regional and national municipal clerk organizations as a representative of the City. The Deputy City Clerk is also active in professional organizations. Despite funding levels, the Clerk's Office is dedicated to continued training and learning. The Clerk received her Master Municipal Clerk certification in the beginning of FY12 due to her body of work as well as her continued education. The Clerk plans to attend several conferences and trainings in FY12-13.
- City Council's consideration of an electronic voting system and related enhancements to the Chamber dais may increase funding needs to purchase technology and to make improvements to the current Granicus system. Though there is no movement on the project at the present time; however, there will likely be renewed discussions among stakeholders within the FY12-13 period. City Clerk's Office staff will work closely as a part of that team to provide accurate and useful information throughout the process.
- The Clerk's Office continues to seek out ways to make information and records more easily accessible to Council, staff and citizens. A large portion of City records are available in paper form only, and we are challenged to find the staff time, technology and online capacity necessary to prepare these documents for making them accessible on the website. Making these records easily accessible and searchable by all would likely require overtime work and decrease the staff time available for daily

responsibilities. The Clerk's Office has made use of unpaid interns from local universities in order to digitize records previously available only in hard copy format. The Clerk's Office now provides minutes back to 1963 on the website. By the end of this calendar year, resolutions and ordinances back to 1986 will also be provided on the website. The department will continue to employ unpaid interns in order to slowly break down the backlog of projects.

Organizational Chart



II. Strategy and Planning

Accomplishments

- In FY10 the CCO collaborated with BSS to implement a digital contracts scanning and archives process, which eliminated the need for contracting with an outside vendor for scanning and storage. This saved approximately \$30,000 in FY2011. The digital contracts archive provides distinct advantages in that it gives more control to the customer KBU in terms of entering contracts in and searching for contracts; however, the Sharepoint system is stretched by the number of contracts entered into the digital contracts archive resulting in processing challenges. We will transition away from Sharepoint along with ERP shift taking place in future years. In the interim, while the back-end processes completed by this office present with challenges, the end users (customer KBUs) have access and can easily upload and search for contracts. The Digital Contracts Archive also notifies KBUs of contract expiration dates and allows the Clerk's Office to automatically manage record retention and disposition dates.
- The City Clerk's Office implemented digital recording processes and equipment for all City Council meetings. The new equipment and software bring our office in line with industry best practices and allows us to more easily save, share and manage recordings.

Digital recordings also result in a better quality sound making verbatim transcription easier and more user friendly. Digital recording systems have been installed in 267 and CH-14 in the CMGC in order to allow for seamless recording and record creation.

- Staff has provided verbatim minutes for all Council meetings, workshops, and budget retreats as well as recordings and minutes of required closed sessions, within performance timeframes.
- Clerk's Office staff continues to add new ordinances, resolutions and other records to the City network for access by staff. Agenda and attachments for council business meetings, workshops and zoning meetings are made available on the website by the close of business on Thursdays or earlier prior to meetings.
- In collaboration with Human Resources, the City Clerk successfully conducted a selection and hiring process for a new Deputy City Clerk.
- The Deputy City Clerk completed PeopleSoft and QUEST training. The Office also eliminated the need for overtime pay by training the Deputy Clerk to clerk dinner briefings and Council meetings.
- The Office conducted regular staff meetings as well as special meetings in order to form a collaborative Balanced Score Card for FY12-13.
- Staff worked with the Restructuring Government Committee to facilitate Council approval to disband the Parole Accountability Committee.
- Worked with Corporate Communications to create a branded and updated Boards and Commissions application document and vacancies document.
- Staff made great contributions to our community by conducting a pizza fundraiser to benefit United Way, a hot dog sale to benefit the Arts and Science Council and by sponsoring a Salvation Army Angel Tree that encouraged City staff to purchase holiday gifts for 60 local children in need.
- The CCO successfully served on the host committee for the International Institute of Municipal Clerks (IIMC) Region III Annual Conference and Business Meeting. Our office was strategic in planning educational sessions as well as evening outings around Charlotte.
- The Clerk's Office is constantly searching to identify new and innovative ways to provide services to citizens and staff. One area identified for improvement was in the online services we offer. Over FY11, the CCO along with Corporate Communications, worked to create an online speaker sign-up service that would allow citizens to sign up to speak at Council Meetings online. After extensive research, we identified a resource that already existed within the City that would meet the needs of the project. Survey Monkey allows for speakers to sign up to speak online and poses no additional costs to the City. We will go live with the service later in the summer after internal issues are resolved.

Links to Corporate Strategy

In carrying out our duties as official historians, researchers and record keepers for City government, our office focuses on the overall corporate strategy of customer service. The City Clerk's Office is committed to providing excellent service to our internal and external

customers. We strive to find new forms of efficiency and effectiveness in our service delivery through the appropriate investment of resources.

- Develop Collaborative solutions by working with BSS and other KBUs to provide easily accessible and searchable contracts and other records for City staff and the public. This is possible through the digital contracts archive and use of the City computer networks and CNET.
- Enhance Customer Service by completing verbatim minutes, posting agendas and minutes and processing RCAS and other official documents in a timely manner. We make these documents easily accessible on CNET and our website.
- Enhancing Customer Service by working with Council to improve the policy and reporting process for volunteer boards and commissions and by conducting a meeting to update staff advisors to these boards.
- Enhance Customer Service by working with Corporate Communications to create an online speakers' list. Though the Clerk's Office was approved for \$50,000 of TPET money, the team identified an internal resource that did not require the use of TPET funding.
- Optimize Business Processes by promptly and consistently coordinating the appointment process, attendance records and annual reports for 38 boards and commissions.
- Optimize Business Processes by implementing digital recording to modernize and improve the quality of Council meeting recordings and transcription of verbatim minutes.

Strategic Initiatives

- Improve the sign-up process for the citizen speakers' list by implementing online sign-up options through our website.
- Streamline the application process for volunteer boards and commissions by developing an online application form and submittal process.
- Make all City records archived by the City Clerk's office easily accessible to staff and the public through an extranet or other online system.
- Implement an internal process for filling requests for research, records and other information that provides quick and consistent customer service.
- Create processes around the use of new digital recording equipment.

III. Service Delivery

The majority of City Clerk's Office services are mandated by the City Charter or by North Carolina General Statute or policy provision. We strive to maintain our current level of service, which is based upon the needs of Council, staff and the public. At the same time we continue to look for efficiencies wherever possible.