

City Clerk's Department Overview

Vision

Our vision is to be the most efficient, effective and technologically advanced City Clerk's Department in the United States. We are:

- Known for fast, accurate and professional service
- Seen as a place where employees take pride in their work and reflect that attitude in customer service
- Recognized as a valuable resource for all departments and the public, as an innovator, problem solver and a team player working on Citywide solutions for efficient and effective government.

Mission

Our mission is to provide high quality, cost-effective processes and information for Council Members, City staff and the public, so that effective and responsible decisions can be made to govern the City.

- We strive to ensure that all procedures of the Council and Clerk's offices conform to Federal, State and City regulations, so that information management, Council actions and documentation lead to sound and legally-based decisions.
- We conduct elections that facilitate the maximum participation of all eligible voters in the City of Minneapolis.
- We provide copying, binding, data process printing and mail services for City departments.

Values

We take pride in our work and have high professional standards.

We:

- Work for the City as a whole, not just our own department
- Are flexible problem solvers for our customers
- Expect change and believe in continuous improvement
- Have strong ethical standards, high integrity and honesty
- Work cooperatively and recognize each other's contributions
- Support professional development

Business Lines

Committee Management and Council Information

Coordinate activities of the City Council, 7 standing committees, 4 special committees, Executive Committee and the Charter Commission.

1. Coordinate committee activity and legal procedures with Council Members and the Mayor.
2. Provide process training for City staff, adapt technology to the electronic flow of documents from staff, through Council and into publication and continuously work on improving committee procedures and the quality of documents used for policy making by elected officials.
3. Produce the official record of all Council actions.
4. Maintain all Council information on the City Web site.
5. Provide indexing and research of Council actions.
6. Respond to more than 25,000 requests for information per year from City staff and the public. Provide document scanning for Council information and other departments.

Administration for Council and Clerk

Provide administrative support to Council Members, their staffs and the Reception Desk as well as to the City Clerk's Department

1. Coordinate the Open Appointments Process for City boards and commissions
2. Administer the Board of Equalization.
3. Provide human resource services including preparing job descriptions, hiring, assisting with or conducting the disciplinary process, grievance process, counseling/coaching and performance management of Council staff employees. Write employment contracts for non permanent Council staff. Perform payroll functions.
4. Develop, administer, monitor and project spending of Ward operating budgets. Assist the purchase of supplies and equipment. Assist Council Members with vendor problems such as invoice issues.
5. Coordinate Mayor-Council inauguration activities and provide extensive orientation for new Council Members and staff.
6. Write policies and procedures.
7. Provide facilities management including managing remodeling projects, key control, security and workplace safety.
8. Purchase major furniture items. Conduct ergonomic workplace studies and purchase remedial furniture. Write bid specifications for larger one-time and ongoing purchases.
9. Provide assistance with technology issues.

Records Management and Enterprise Information Management (EIM)

Oversee all of the official government records for the City of Minneapolis.

1. Policies: Manage the City's paper and electronic records. Develop and oversee policies and procedures governing information.
2. Records Retention: Manage retention and destruction schedules for general city records for finance, personnel and administration and develop department-specific schedules for records unique to individual departments.
3. Data practices: Respond to requests for information. 100 -120 requests per year
4. Records Center, Records Warehouse and Archives: 1,200 boxes processed, 1,200 boxes destroyed per year and 1,400 retrievals per year.

Printing, Data Operations and Mailing

Provide copying and bindery services for all City departments including:

1. High speed xerography, Offset printing and Digital color printing
2. Collating/folding
3. Paper cutting/drilling, Hand assembly and Numbering
4. Envelope insertion and Stitching/stapling/binding
5. Printing personalized vendor checks, payroll checks, utility bills and other licensing

Provide mailing services for City departments including:

1. First class and standard mail (bulk mail) assistance
2. Interoffice mail delivery in City Hall
3. Courier service to city departments in downtown buildings
4. Package assistance and mailing through United Parcel Service
5. Assistance with specialty mail such as certified, registered and insured mail

Elections and Passports

Administer Federal, State, County and Local elections for the citizens of Minneapolis.

1. Manage elections for 226,000 registered voters, register up to 29,000 new voters per election, coordinate equipment, supplies and staffing for 131 polling places, and train between 1500-2200 election judges each election year (range from local to fed election)
2. Passports: Serve as a U.S. Passport Acceptance Agency
3. Community engagement: Work with constituency groups to provide voter education, advocate for legislative initiatives related to elections and to recruit election judges.

2007 CITY CLERK ORGANIZATIONAL CHART



City Goals and Directions

City Clerk Goals, Objectives and Measures

City Goals and Directions	Department Goal	Department Objective	Measure
<p><i>NOTE: The City Clerk's Office provides support services to all departments and many external customers and thus supports all city goals and strategic directions.</i></p>			
<p>Committee Management and Council Information</p>			
All	<p>Procedures: Ensure that the legislative process and documents are clear, efficient and effective</p> <p>Information: Ensure that all documents related to Council activity are accurate and available during the current cycle and into the future</p>	<p>Continue to implement efficiencies and quality improvements to Council processes and information</p> <p>Continue to increase access to and quality of information through expanded use of technology</p> <p>Provide official records to the public within state regulations</p>	<p>Implement at least one process improvement per year that increases the efficiency of Council activities</p> <p>Meet deadlines 95% of the time for posting information on the web</p> <p>90% response to routine inquiries processed within 3 working days</p>
<p>Administration</p>			
All	<p>Services: Provide efficient and effective administrative services to the City Clerk and Council offices, while continually looking for process improvements.</p>	<p>Insure services meet customer needs and are cost effective</p>	<p>95% of time service provision meet agreed-upon deadlines</p>
All	<p>Appointments: Manage the appointments process for City boards and commissions so citizens have involvement in City government. Seek enhancements to the process to promote citizen engagement.</p>	<p>Provide clear and easy access to information and services that facilitates citizen engagement</p>	<p>70% of vacancies filled within anticipated time frames</p>
All	<p>Staffing: Create an atmosphere that honors the unity, commitment, diversity and professionalism of our workforce and the public we serve</p>	<p>Insure a competent professional workforce that meets the City's current and future needs</p>	<p>98% of employees participate in annual performance development discussion</p> <p>60% of employees participate in employee training.</p>

City Goals and Directions	Department Goal	Department Objective	Measure
Records Management and Enterprise Information Management (EIM)			
All	<p>Information Management: Guide the City's management of electronic and paper records to comply with State and Federal regulations</p> <p>Records Retention: Implement records management procedures for retention and destruction to help ensure efficient and effective information systems</p> <p>Data Practices: Provide information as required by the MN Data Practices Act</p> <p>Archives: Preserve and provide access to the City's historical records</p>	<p>Manage EIM standards and practices for all City departments, consistent with other jurisdictions and in compliance with regulations</p> <p>Store records based on their retention schedules and destroy records when they have met their retention limits</p> <p>Provide information within reasonable time limits based on the complexity of the request</p> <p>Develop a process to manage the Archives into the future considering best practices and cost effectiveness</p>	<p>Number of new systems incorporating EIM standards</p> <p>Number of departments and divisions that have State approved retention schedules</p> <p>Percent of responses meeting legal requirements</p> <p>Percent of documents identified and preserved</p>
Copy, Data Operations and Mail Center			
All	Provide cost effective and efficient copying, bindery and courier mail services for City departments	Provide services at a cost significantly less than private sector vendors	<p>Compare Copy Center costs with two private sector vendors</p> <p>Compare Mail Room courier costs with two private sector vendors</p>

Elections			
All	Instant Runoff Voting (IRV): Be ready to implement IRV by 2009	Prepare sufficient information and plans for the Council to determine feasibility of implementation.	Plans ready for Council consideration by December 2008
All	Legal Requirements: Insure that all procedures conform to legal requirements and that voters have confidence in the system.	Respond to legislative changes and create efficiencies in election administration	Number of sustained legal challenges
All	Participation: Maximize voter participation	Expand voter education strategies to motivate more people to vote	Number of ballots cast in each November election

Department Initiatives

Enterprise Information Management (EIM)

- **Challenges:** All City business processes and transactions depend on records, many of which are based on complex electronic data structures. Comprehensive information management helps insure consistent policies and procedures, information integrity and trustworthiness, legal accountability and admissibility, access and security, storage, retention and destruction – all essential to the efficiency and cost of managing information.
- **Strategies:** Effective Information Management requires a strong partnership between the Clerk's Department and Business Information Services (BIS) to integrate EIM requirements, including records retention, into department business plans and into new system development.

Data Practices

- **Challenges:** The number of requests for data is increasing rapidly. The volume, complexity, time and expense required to fill information requests is increasing especially concerning electronic records. Coordinating these requests often requires a full-time person.
- **Strategies:** Automate the coordination and tracking of requests to the degree possible. Train staff in all departments to better handle requests within their departments. Track time and money required for this function so that it receives necessary resources.

City Archives

- **Challenges:** The historic collection of City materials housed in the City Archives has been a largely underused resource without an existing strategy for preserving, displaying and providing access to the collection. The City has 600 square feet of space in the minimally climate-controlled clock tower housing un catalogued and unorganized documents, pictures and documents dating back to the 1850s. The first step requires an inventory and appraisal and a vision and strategy to establish a public accessible archive in the former Municipal Information Library space in the clock tower. The report will be completed approximately April 30, 2007.
- **Strategies:** Assess the collection and determine the best method for preserving and providing access to archival information.

Instant Run-off Voting (IRV)

- **Challenges:** Implementation of IRV by 2009 requires changing State statutes and City ordinances as well as the availability of technology. The system has to be approved by the County, Federal government and the Secretary of State before implementation
- **Strategies:** Partnerships are already underway with the County and the Secretary of State to help Minneapolis develop a plan based on State-wide standards. Sharing research and development costs with other jurisdictions will make implementation in Minneapolis more feasible.

Voter Participation

- **Challenges:** Turnout for City elections, while higher than average for United States municipal elections, is unacceptably low, especially for disadvantaged communities. Traditional efforts to increase turnout have not always been effective.
- **Strategies:** The City Clerk's Department plans to partner with other organizations to investigate root causes of low voter turnout and to work with those partners to develop strategies for increasing participation in municipal elections.

Enterprise Initiatives

Community Engagement

The City Clerk's Department provides critical links between the public and City information and services through the department's Web pages, the Open Appointments process for City boards and commissions and the Elections Division. The Clerk's internal community is engaged through Enterprise Information Management and the Copy, Mail and Data Operations Centers.

Department Actions				
Area	2006	2007	2008	2009
Application of the CE Process Model	CE Presentation received August 2006	Plans in place to apply CE Model to EIM, Copy/Mail Center, Elections		
	Apply the CE Process Model to three major projects beginning in January 2007	Partner with CE staff and other identified partners in the following areas: Enterprise Information Management, Copy and Mail Center, Elections		
Training	Clerk's Department staff will be receiving customized training January 2007 and will continue to assess training needs in the future			
Business Plan	Designated CE Representative: Elections Director	Incorporate into 2007-2011 Plan		
	Customize CE initiative into business plan done August 14, 2006	Participate in future interdepartmental work groups and projects as needed to accomplish integration of EIM into City work processes.		
	Inventory current CE activities:	Publish notices and distribute official copies upon request; Maintain website information for public and internal customers; manage board and committee process and meetings; Maintain city council calendar; conduct elections		
Evaluation		Annual Review	Annual Review	Annual Review
		Evaluate impact of CE activities.		
		Participate in the Annual CE best practices showcase event.		
CE Web System Internal communication and public participation tool (under consideration)		Participate on the development of the Web System as needed	Staff training session on the use of the Web System.	Use the web system in CE projects.

Sustainability

City-wide Clerk's Department efforts will focus on curtailing the waste of time and materials spent handling misaddressed and junk mail.

Internal efforts will focus on health and welfare of employees, employee awareness of sustainability issues and personal behavior effecting sustainability

Indicator	New or Improved Activity/resource Implications	Implementation Timeline	Measurement
General Sustainability Initiatives: Saves trees, reduces carbon emissions and land fill and recycling costs.	Correct all misaddressed mail that is sent to the City. Reduce the amount of junk mail sent to the City.	2007	Percent reduction of misaddressed and junk mail sent to the City
Air Quality, Carbon Dioxide Emissions	Reduce energy consumption: turn off lights and computers when not needed.	2007-2011	Staff self monitoring
General livability	Participate in City sponsored events, such as graffiti clean-up	2007-2011	Percent of staff participating in these events
Healthy Weight	Participate in City sponsored and personal wellness activities	2007-2011	Percent of staff participating in wellness activities

Limited English Proficiency (LEP)

The City Clerk's Department

1. Completed its LEP Plan and has integrated the strategies and objectives into our daily operations.
2. The Elections Division continues to work in partnership with the County Auditor and Secretary of State to provide appropriate voting materials in several languages. Special efforts include recruiting persons fluent in a second language as election judges and train all our judges in best practices for dealing with persons needing language assistance.

Strategies	Objectives	Enterprise Activities	Department Activities)	2007-2011
Integrate practices of language access into operations of every City department	Build awareness about legal mandates of language access services in each department	<ul style="list-style-type: none"> • Designate LEP liaisons in department • Define Liaison responsibilities • Establish and support on-going departmental LEP 	Administration Program Assistant designated as LEP Liaison and serves as contact for LEP questions and concerns	Continue to support LEP program in all facets of Clerk's Department activity
Define protocols and service activities for language access compliance in each department	Provide notice to limited English speakers of their right to free service	Utilize multiple communication channels (signage, language blocks, website, bulletins, etc.) to disseminate information about how to obtain and use language services	Fully integrated into department functions in 2005	Seek and consider new strategies for effective communication channels as they become available
	Identify the LEP persons living in Minneapolis and the City services they use	<ul style="list-style-type: none"> • Assess level (low/medium/high) of frequency and intensity of LSP interaction in department to determine service gaps • Develop mechanisms to track services provided to LEP individuals • 	LEP needs tracked through Election Day Surveys and through the 24/7 telephonic accounts	<ul style="list-style-type: none"> • Consider LEP needs as integral part of development of new business practices • Incorporate LEP needs into planned voter awareness project
	Offer free, timely spoken language interpretation services for LEP individuals	<ul style="list-style-type: none"> • Establish decision tree for determining whether to use internal or external interpreters • Set up telephonic interpreting account • Use work tools and guides for working with interpreters 	<ul style="list-style-type: none"> • Set up telephonic interpreting accounts and provided training on the use of tools to all employees • Provided spoken and sign language interpreters at selected polling stations • 	Train new employees as they come on board. Offer continuing training for existing employees

Strategies	Objectives	Enterprise Activities	Department Activities)	2007-2011
	Provide free written language translations of vital documents	<ul style="list-style-type: none"> • Select which documents are vital and will be translated • Use checklists for preparing documents for translation 	<ul style="list-style-type: none"> • Worked with the Minneapolis League of Women Voters and Multicultural Services to create and translate an “at a glance voters guide” for the municipal election. The guide was a high-level overview of each office and board. • Worked with the Star Tribune and Multicultural Services to create and translate “Kids Vote” materials • 	Continue to offer election related items in multiple language formats
	Hiring to meet multilingual needs	Work with Human Resources to have multilingual capability a consideration or qualification in job announcements	<ul style="list-style-type: none"> • Determined that there are currently no positions within the Clerk’s office that require multilingual capability • Recruited multilingual election judges and will continue to recruit for future elections 	Continue to recruit multi-lingual election judges
	Train to ensure that City staff is familiar with legal mandate and best practices for serving LEP individuals	<ul style="list-style-type: none"> • Identify and use training opportunities to promote an increased understanding and awareness of improved communications through language access (e.g. new employee orientation, videos, departmental presentations Web site and discussions) available to City staff • Encourage use of resources and tools posted on City Talk to facilitate consistent LEP service 	Conducted LEP training for all Council and Clerk staff	Train new employees as they come on board. Offer continuing training for existing employees

Enterprise Information Management (EIM)

Implementation Actions: (Note: These actions pertain to the internal strategies within the City Clerk's Department and do not deal with the leadership role for EIM City-wide.)

Department Actions			
Action Area	2006	2007	2008-2011
Governance Structure and Staffing	<p>The Supervisor of Council Information will be the principle EIM Representative. The Elections Director will be a secondary representative for the Elections area. The City Records Manager, as a member of the overall EIM initiative, will be the Clerk's Office EIM knowledge expert</p> <p>Staff from the Council Information Division may be designated as subject matter experts for the Classification and Metadata Standards Workgroup for their expertise in organizing Council information.</p>		<p>Support decisions of EIM Policy Board</p> <p>Fund and implement business process and staffing-model changes associated with compliance</p> <p>Continue to apply EIM standards to all new initiatives and projects</p>
Business Plan	<p>The development of this action plan has been done in concert with the four resource plans with particular attention to the Technology Plan. Changes or additions to the Clerk's Office technology needs that have an information management impact are addressed in the separate Project Inventory document referenced in the Project Planning Section below.</p>		
Project Planning	<p>See separate Project Inventory that provides a list of current or upcoming projects that have information management components. All projects and activities identified on this document will undergo an EIM Assessment by the EIM Initiative Project Team.</p>		
Training	<p>The EIM Representative will designate staff to receive training in the areas of Records Management, Data Practices and Information Management.</p>		
Compliance (Assessment, Integration, Evaluation)	<p>The EIM Representative will coordinate efforts and designate staff to participate in EIM Initiative information audits, readiness assessments and cataloging of information assets when they are scheduled.</p>		<p>Complete Department Risk Assessment/Gap Analysis</p> <p>Develop plan for EIM Compliance</p> <p>Complete annual EIM progress reports</p> <p>Complete periodic audits</p>

Resources

Finance Plan

The City Clerk's Department receives funds from the General Fund and the Intergovernmental Services Fund which charges internal customers

- City Clerk functions are regulatory in nature and dictated by ordinance, federal or state law. In setting priorities, deadlines and regulations are the primary consideration. Because of scarce resources – staff and money - all functions not governed by deadlines and regulations must often be delayed or eliminated.
- To reduce costs, staff works to change regulations where possible and has eliminated programs that do not fit into our primary business lines.

Enterprise Information Management (EIM): Implementation of EIM reduces risk associated with our ability to comply with statutory regulations regarding record retention and destruction. Reduction of financial and legal liabilities will be cost-effective for the city.

- In order to implement and support EIM functions in a timely manner, the Clerk's Department, in conjunction with BIS, needs to develop new revenue sources.
- The Clerk's Department will continue to request additional funds during the annual budget process and will also investigate funding options such as an internal service fund charge-back model and/or department matching funds. Charging for records storage, retrieval, re-filing and destruction is under investigation.

Archives: The City Clerk has \$12,000 in 2007 to develop recommendations for the future of the City Archives.

- The Department will bring these recommendations to Council to decide on options and funding for staff, physical improvements and technology.

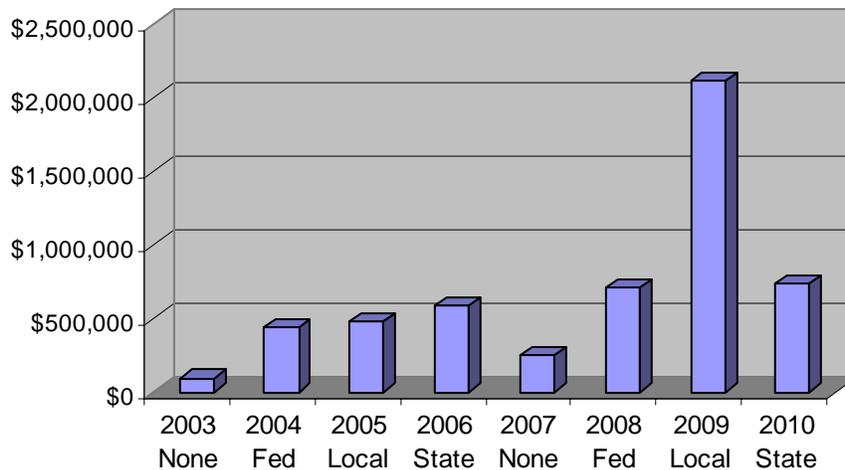
Elections Warehouse: The current leased Elections warehouse in Northeast Minneapolis must be vacated by July 30 when the lease expires. The 2007 Elections budget reflects an increase of \$20,000 over the 2006 budget for this purpose and Election staff has secured a suitable space which will be occupied by May 1, 2007.

- A larger space is necessary to house new equipment required by the Federal Help America Vote Act. Though the equipment was purchased with grant dollars, the administration, training, annual maintenance costs, storage costs and staff required to implement HAVA were unfunded.
- The larger space will also provide dedicated space to conduct election judge training and provide secure storage for a minimum of 3,000 boxes of archival city records.

Elections: Because staffing levels and other costs fluctuate based upon projected voter turnout and other factors pertinent to each election cycle, the budget is never consistent from year to year. Because no elections were planned for 2007, the Elections Division reduced its total budget from \$1,080,244 in 2006 and to \$811,958 in 2007 – a 25% reduction in spending. In order to conduct the 2008 Presidential election funding must be restored.

The graph below depicts this fluctuation by showing the actual cost of mandated activities from years 2003 through 2006 and projected costs for 2007 through 2010. The rise in costs for 2008 through 2010 reflect mandates from the Help America Vote Act including warehouse and drayage for the new equipment, as well as personnel costs for election judge staffing and training. Implementation of IRV in 2009 will require different election equipment, additional staff, and a comprehensive public education program. The amount of increase is dependent upon our ability to partner with other jurisdictions for equipment purchase, but could be as high as \$1.4 million.

Election Costs by Year and Election Type



The Finance Department has developed the following plan to allow for this fluctuation in costs from year to year, represented in the following table. Finance has also recommended including a \$1.4 million appropriation to the city’s CLIC plan for 2009.

Elections Cycle - Budget Changes (dollars in thousands)

Election Year	Election type	Adjustment to fund elections in that year	One-time funding for IRV	Election Running Costs	Total increase or decrease
2007	none	n/a	n/a	0	n/a
2008	Federal	400	n/a	400	400
2009	Local	100	1400	500	1500
2010	State	0	n/a	500	0
2011	none	-500	n/a	0	-500
2012	Federal	400	n/a	400	400
2013	Local	100	200	500	300

**City of Minneapolis
City Clerk
Financial Plan (in millions of dollars)**

	2004 Actual	2005 Actual	2006 Budget	2006 Projected	2007 Budget	% Chg from 2006 Budget	2008 Forecast	2009 Forecast	2010 Forecast	2011 Forecast
Intergovernmental Services Fund										
City Clerk - Mail/Copy operations										
Revenues:										
Charges for Services	1.283	0.844	0.799		1.174	47%	1.207	1.243	1.280	1.318
Total	1.283	0.844	0.799	-	1.174	47%	1.207	1.243	1.280	1.318
Expenditures:										
Salaries/Wages	0.131	0.125	0.195		0.197	1%	0.203	0.209	0.215	0.222
Benefits	0.040	0.031	0.079		0.073	-8%	0.075	0.077	0.080	0.082
Contractual Services	0.589	0.357	0.233		0.570	145%	0.587	0.605	0.623	0.641
Operating Costs	0.170	0.194	0.164		0.200	22%	0.206	0.212	0.218	0.225
Equipment	0.168	0.133	0.128		0.132	3%	0.136	0.140	0.144	0.148
Total	1.098	0.840	0.799	-	1.172	47%	1.207	1.243	1.280	1.318
Difference	0.185	0.004	-	-	0.002	0%	-	-	-	(0)
<i>Note: In 2007, data management functions moved from BIS to the Clerk's office</i>										
General Fund										
City Clerk/Elections/City Council										
Revenues:										
City Clerk/Elections	0.095	0.108	0.110		0.095		0.095	0.095	0.095	0.095
City Council	0.004	0.006	-		-		-	-	-	-
Total	0.099	0.114	0.110	-	0.095		0.095	0.095	0.095	0.095
Expenditures:										
City Clerk/Elections	2.093	2.944	3.187		3.095		3.446	3.574	3.717	3.625
City Council	2.868	2.715	3.052		3.076		3.176	3.293	3.425	3.570
Total	4.961	5.659	6.239	-	6.171		6.622	6.867	7.142	7.195
Difference	(4.862)	(5.545)	(6.129)	-	(6.076)		(6.527)	(6.772)	(7.047)	(7.100)
Total Revenue All Funds	1.382	0.958	0.909	-	1.269	0.469	1.302	1.338	1.375	1.413
Total Expense All Funds	6.059	6.499	7.038	-	7.343	0.467	7.829	8.110	8.422	8.513
Total Difference All Funds	(4.677)	(5.541)	(6.129)	-	(6.074)	0.003	(6.527)	(6.772)	(7.047)	(7.100)

Contingency Plans

<p>Scenario A – 25% reduction in revenue</p>	<ol style="list-style-type: none"> 1. Reduce number of City Wards from 13 wards to 9 wards 2. Move from precinct polling places to vote centers 3. Publish all public notices on web and discontinue use of official newspaper <p>(all options require legislative change)</p>
<p>Scenario B</p>	<p>Not Applicable</p>
<p>Scenario C – CDBG Elimination</p>	<p>Not Applicable</p>
<p>Scenario D - Enterprise fund reductions</p>	<p>Not Applicable</p>
<p>Scenario E – Financial concerns</p>	<ol style="list-style-type: none"> 1. Instant Runoff Voting (IRV) will result in significant future expenditures. 2. Budgets which do not meet mandates 3. Lawsuits for non-compliance with Government Records Act 4. Burdensome discovery requirements due to lawsuits – data practices requests 5. Archives
<p>Scenario F – Internal service fund choices</p>	<p>Implement system of internal charges to departments for Records Center services</p>

Workforce Plan

The City Clerk's Department primary workforce challenge is lack of staff. The current staff of 25 is highly skilled and diversified. Staff includes 5 people of color, 9 men, 16 women and 7 people with disabilities. Six employees are currently eligible for retirement now and one more within 2 years. Reorganization and transition plans are being developed.

The Department constantly seeks ways to provide quality services despite rising costs, shrinking resources, growing customer expectations and expanded regulations and mandates. To meet these challenges, the City Clerk's Department

1. Eliminated all services not core to its function.
2. Continues to promote skill development and cross training to support all divisions.
3. Continues to expand the use of new technology wherever cost effective.
4. Is evaluating all positions and staff organization to assure alignment with Departmental needs.
5. And, where staff and technology cannot meet the demands of deadlines, regulations and customer service, the Department will make expanded use of contracts for services and temporary workers.
6. Activities not required by regulations or deadlines will be dropped or delayed. This may include portions of EIM and the City Policy and Procedures library.

Enterprise Information Management (EIM): In order to implement and support the Enterprise Information Management program, the Clerk's Department (in conjunction with Business Information Services) needs four additional positions at an estimated annual cost of \$300,000. Without full staffing, implementation will take many years and would fail to take advantage of efficiency of information sharing and retrieval, reduction in risks associated with legal requirements and cost savings from reduced storage needs. Since funding of these positions was not approved in the 2007 budget, the EIM project will move forward using current staff and contractors if funds are available.

Archives: In 2007, the Department will contract for an assessment of the City Archives. The consultant will make recommendations for improvements or merging the collection with other agencies. Depending on these recommendations and decisions by elected officials, additional staff may be required.

Elections: Election administration is increasingly dependent upon advanced technology to manage complex logistics, voter registration information and processing of votes. Intense public scrutiny regarding the security of election systems adds another element of complexity. Implementation of IRV may require an increase in staffing. During 2007 the Elections Division will review existing positions with the intent to either develop or acquire the technical competencies needed to manage elections in an electronic world.

Policies and Procedures Library: The City Clerk serves as Co-chair of the Policy Review Group. The project anticipated staff support from the City Clerk's Department, Finance and Human Resources. Unfortunately, there is not enough staff available from any of these departments to develop and maintain the library. Without staff support the Library will be only marginally effective and the City will continue to live with a system that has no easily-accessible source for accurate, current and complete information on employee-related policies and procedures.

Workforce Action Table

Key Workforce Objectives	Measurement	Short-Term Actions	Long-Term Actions
Performance Reviews: Evaluate employee performance	Number of annual performance management and development plans completed	Track completion of performance reviews and development plans	Develop expectation that annual performance and development plan review are part of the culture of the City Clerk's Department
Survey: Respond to the Employee Survey	Number of months topic of survey responses is considered at monthly leadership meetings	Initiate management level discussion of results of 2006 survey	Incorporate discussion of survey results into monthly leadership meeting agendas
Diversity: Continue to hire, promote and retain a qualified, diverse workforce	Number of protected class employees hired or retrained to meet future department needs	Assess needs of department and work with Human Resources on targeted recruiting	Provide for on-going dialogue regarding changing and projected needs during monthly leadership meetings
Shortages: Staff EIM Initiative	Number of FTE's dedicated to EIM as primary job function	Develop strategy for funding EIM initiative with no additional budget available	Continue to promote EIM as vital to the continued success of the City
Professional Development: Develop individual professional development plans to maintain a highly skilled staff	Number of employees receiving advanced training or certified through an appropriate professional organization	Allocate budget dollars for training programs which lead to certification. Coordinate with individual employee development plans	Incorporate concept of continued professional development as core expectation

Technology Plan

The City Clerk's Department was one of the earliest adapters of office automation and now almost all functions of the Department depend on technology, most entirely City standard systems. Communications are primarily Web based to provide current and accurate information to elected officials, City staff and the public.

All of the technology strengthens management services, enhanced citizen access and has created efficiencies. Without technology the City Clerk's Department processes would not have been able to absorb the 40% reduction in staff over the last 10 years. In addition, access to fast and accurate information for elected officials, City staff and the public increased dramatically over the last five years.

- Special applications include Access databases for managing open appointments, registering domestic partnerships, tracking election judge training, absentee ballots, precinct information and polling places
- Processing Council proceedings utilizes Adobe Acrobat Professional, Publisher, PageMaker, Stellent and E-Govs
- The Department also utilizes enterprise systems such as FISCOL, BRASS, HRIS and GIS.

Enterprise Information Management: The Clerk's Department will develop and implement policies, procedures and tools for managing electronic records. As part of this effort, the Records Management Division will continue to develop Web-based information and tools for all City departments and work with BIS to determine methods for integrating retention schedule development with business process analysis and future taxonomy development. The Records Management Division uses Stellent Fixed Records Management software to manage the inactive paper records stored in the City Records Center. Stellent has also developed a product Universal Records Management (URM) that will manage both paper and electronic records. If the City obtains URM, the operation and use of the software will change dramatically as this product would be made available to every department. Records Management software could be rolled out to larger departments such as Public Works and CPED where they are managing large volumes of their own records. Departments would pay for installation and maintenance of the program for their locations.

- **Challenges:** Too few resources for such a large undertaking.
- **Long-term Projections:** In 2007, the Clerk's Office and BIS are developing a standard EIM Assessment tool for use in determining the costs required to meet EIM requirements for new technology projects. Ultimately, all new projects will undergo EIM Assessments and include specific EIM funding to cover the resources necessary to meet EIM requirements. In the short term, outside resources will be brought in to conduct EIM activities. In the long term, the Clerk's Office will continue to pursue funding for additional positions to focus on enterprise (i.e. non-project specific) EIM activities.

Code of Ordinances using Folio Views: This was part of the City standard, but was dropped from the standard by BIS without explanation or consultation. Departments can order installation of Folio Views to access the Code, but must pay for installation. The public version, available through the City's Web site is more difficult to use.

- **Challenges:** The Code needs to be available, using Folio, for all employees of the City having a need to use this reference.
- **Long-term Projections:** Provide the most user-friendly on-line Code of Ordinances and ensure that all employees, including 311 operators, have sufficient training to the on-line tool.

Document Imaging and Metadata Services: The Clerk's Department could be a central service department for small and some medium size departments for scanning and entering electronic documents. Centralizing services creates efficiencies because departments can share larger, faster equipment, and can take advantage of our department's special skills for scanning and identifying documents with metadata.

- **Challenges:** Expanding services to other departments would require additional staff. Funding would come from charge-backs to departments.
- **Long-term Projections:** Coordination and centralization of scanning services to maximize skills and efficiencies.

Copy and Mail Center:

- **Challenge:** Providing low-cost, high-quality service, requires upgrades to the print production equipment on an ongoing basis. These upgrades are built into the rate base. Currently, the Copy Center/Data Operations has 9 pieces of more expensive equipment including 3 high speed copiers, 3 printers, 2 offset presses and a plate-making camera.
- **Long-term Projections:** Purchase the more expensive equipment, as needed, by providing funds based on a purchase projection by year. With the addition of the Data Operations cost center in 2007, an additional three pieces of larger and older equipment has been added that will eventually need replacement. In 2007, we will attempt to do an equipment purchase projection scenario.

Elections: Elections are becoming increasingly more dependent upon technology.

- **Challenge:** Enhancements to the Election Management System (EMS) must be made to continue operating at a high efficiency level. Access to the Statewide Voter Registration System must be expanded to process steadily increasing numbers of absentee ballots. The transition to IRV will require the City to develop and purchase new voting equipment.
- **Long-term Projections:** The department must work closely with BIS, the County Auditor's Office and the Secretary of State Technical staff to accomplish these advancements. Elections Department staff must continue to improve technology skills and work to keep current with election innovations occurring in other jurisdictions around the country.

Technology Action Table

Business Technology Need	Desired outcome/result	When	One-time costs	Ongoing Costs	Source of Funding
Enhancements to Election Management System	Increased efficiency and opportunity to access GIS information through EMS	2007	\$10,000	None	Operating Budget
Voting Equipment – IRV Municipal Elections	Voter initiative 2006. May require the City to develop and purchase a new voting system	2008-2009	\$800,000 - \$1,500,000 (Purchase)	\$50,000 - \$75,000 per year (maintenance and warehouse)	No funding source identified
Upgrade offset printing system to Computer to Plate technology	Keep costs low and provide more convenient service to our customers	2008	\$35,000	Budgeted	Internal Service Fund
Replace Xerox 4635 copier	Maintain customer timelines of job completion using more efficient equipment	2010	\$50,000	Budgeted	Internal Service Fund
Replace Xerox NP135 DocuTech copier	Maintain customer timelines of job completion using more efficient equipment	2009	\$50,000	Budgeted	Internal Service Fund
Replace color copier with unit capable of higher production speed and quality	Keep costs low and provide more convenient service to our customers	2007	\$30,000	Budgeted	Internal Service Fund
Replace one offset press	Keep costs low and provide more convenient service to our customers	2011	\$30,000	Budgeted	Internal Service Fund
Add modules to Stellent records mgmt software	Improve council committee workflow and efficiency	2007	Under Evaluation		Operating Budget
Records Management	Provide departments direct access to physical Records Management software and possibly new Stellent Universal Records Management software.	2008	Under Evaluation		Department Operating Budgets
EIM	Assess and fund all project specific EIM requirements	2007-2011	Under Evaluation		Project Budgets

Space and Equipment Plan

Records Center: The current Records Center, located on five floors in the City Hall clock tower, is deficient in both fire prevention and climate control capabilities. In 2002, a structural study of the Records Center called for increased weight restrictions of three of the floors. The Records Center is full and uses the Elections warehouse for overflow.

Library: The space formerly used by the Municipal Information Library that closed March 30, 2003 is historical and exhibits a unique character. Frequently used Records Center documents and some Archives materials will be moved into that space. Ceiling repairs, heating and air conditioning need to be improved. The future of the library space may depend of the outcome of the consultant report due approximately April 30, 2007.

Archives: Depending on the outcome of the assessment and Council recommendations for developing the Archives, significant space changes may be required. These include environmental controls, storage cabinets, shelving and access issues.

Elections: The Elections Division currently rents offsite warehouse space. With the addition of records storage and new federally-mandated voting equipment that space is no longer adequate. The Division has secured a new space to meet the department's needs.

Strategic Space and Facilities Plan				
Division	Current Location	Planned Location	Planned Action 2007-2011	Planned Action 2012-2017
Records Management - Records Center	Records Center Clock Tower	Clock Tower and Warehouse Space	Move to larger warehouse in 2007. Work with Public Works on City-owned space. Consider charging departments for records storage to pay for new space. Space for CPED records will need to be identified in 2007. Geographic requirements and program needs will be met in the following order (based on availability): City owned space, other governmental owned space, privately owned space.	
Records Management - Office	300M City Hall	Library Space (Room 300)	The move to the library space will be dependent on the installation of fire detection and suppression equipment including sprinklers.	
Records Management - Archives	Clock Tower	Library and Tower	Assess needs and opportunities in 2007. Move collection 2008	
Elections	Leased warehouse	TBD	The lease at 771 Harding St will expire on June 30, 2007. Geographic requirements and program needs will be met in the following order (based on availability): City owned space, other governmental owned space, privately owned space.	