5-YEAR STRATEGIC PLAN

Fiscal Year 2017/18 - Fiscal Year 2021/22

- Administrative Services
- Business Improvement Districts (BIDS)
- Council and Public Services (CPS)
- Elections
- Records Management
- Systems

City of Los Angeles
Office of the City Clerk

Welcome to the Office of the City Clerk. I'm excited to present our 5-Year Strategic Plan in this format. This represents just another way we strive to continuously improve service to our stakeholders while integrating technology and reducing paper, whenever possible.

Each year this office reevaluates its long term priorities, taking into account what we have already accomplished and where technology is leaning, to ensure our services remain state-of-the-art. We also align our goals each year to the Mayor's objectives with a focus on fiscal stewardship and innovation to be a well-run City for all Angelenos.

Through thoughtful strategic planning, the Office of the City Clerk will accomplish its goals by creating better transparency, accountability, simplicity and consistency in everything we do.

Holly L. Wolcott, City Clerk

▲
City Clerk, Holly L. Wolcott presenting to the Mayor's Youth Council, Central Area.

▲
City Clerk, Holly L. Wolcott and City of LA, channel 35 reporter, Gil Reyes interview regarding the City's special elections.

▲
Mayor, Eric Garcetti, LAUSD Board President, Monica Garcia, and City Clerk, Holly L. Wolcott conducting a voter registration webinar.

MISSION

Facilitate and support City legislative processes and meetings

Record and provide access to the City's official records

Preserve the City's history

Support establishment of BIDs

Conduct elections with integrity

Administer City funds responsibly

CUSTOMERS

The Public

Community Based Organizations and Neighborhood Councils

The business community

City elected officials

City department staff

Candidates, voters, and prospective voters

Regional, county, and local government partners

VISION

To maintain a high level of service excellence, while meeting the challenges of tomorrow through our expertise, innovation, and cooperative partnerships.

OUR SERVICE DELIVERY FRAMEWORK

Transparency
Accountability
Simplicity
Consistency

Council & Public Services

The Council and Public Services Division (CPS) provides services to the public, Mayor, the Council and its Committees, as well as other City departments and agencies. Annually, the Division attests over 2,100 contracts, posts and publishes more than 1,500 legally required notices and ordinances and, as mandated by the Charter, accepts over 3,700 claims against the City. In addition, the Division processes more than 15,000 documents transmitted for Council consideration and creates in excess of 3,000 Council files each year. As Council's official record keeper, CPS provides Council Clerks, Voting Clerks, and Legislative Assistants to support and facilitate the meetings of the Council and its Committees, maintaining records of all Council actions.

City Elections

The Election Division is responsible for the conduct of the City's municipal and 99 Neighborhood Council (NC) elections. The administration of NC elections includes conducting candidate filing for approximately 2,000 candidates. During municipal election years, staff provide voting materials to over 2.1 million voters in 13 languages. Each election year, staff assists approximately 100 individuals with the candidate filing process. The Division conducts voter outreach, civic education and voter registration efforts, which have, in past cycles, reached over 60,000 Angelenos, and facilitated registering and pre-registering close to 5,000 voters. The Division coordinates all citizen-sponsored initiative, recall and referendum processes, as well as administers approximately 200 Prop 218 and five in-house elections for various City agencies annually.
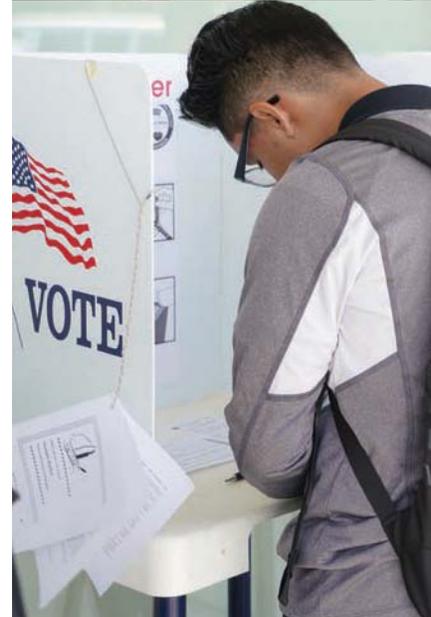
Business Improvement Districts

The Business Improvement District (BID) Division administers the Business Improvement District program. A BID is a geographically defined area within the City in which property and/or business owners vote to pay an assessment to fund programs and projects within the district's boundaries with the goal of improving commerce. These districts typically fund services which are supplemental to those already provided by the City, including cleaning streets, providing security, making capital improvements, construction of pedestrian and streetscape enhancements, marketing, and increasing economic development and livability.

The Division facilitates the establishment and renewal of BIDs in accordance with state and locally mandated policies and procedures. In addition, the Division administers the related BID Trust Fund which collects $65 million annually through assessments on behalf of the BIDs. There are currently 38 property-based BIDs and five merchant-based BIDs established citywide.

Archives & Records

The business of managing City files and documents, including their scheduled retention and destruction, is the responsibility of the Records Management Division (RMD). It administers a comprehensive Citywide records management program and provides storage and reference services for City records and historical documents. All documents affecting the City, including ordinances, contracts, leases, deeds, and the official City seal, are in the custody of the City Clerk.

The Division operates the City Records Center for the offsite storage of inactive departmental records. Records Management also maintains the City Archives for the permanent retention and preservation of the City's historical records that date back to 1827.
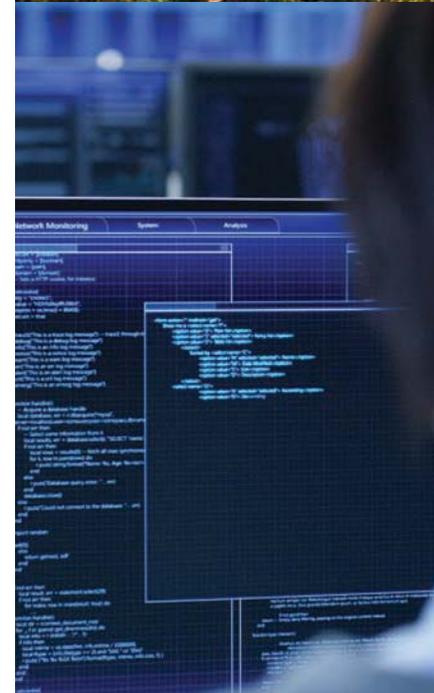
Administrative Services

The Administrative Services Division (ASD) provides fiscal, accounting and personnel support for almost 800 employees in the Offices of the City Clerk, the Mayor, the City Council, the Chief Legislative Analyst, the Office of Public Accountability and the Cannabis Regulation Department. ASD also administers AB1290 funds, General City Purposes (GCP) funds, and Council Special Trust Funds. In addition, this Division houses the NC Funding program which administers the NC Trust Fund, a $4.1M annual appropriation to support the operations of the 98 citywide NCs.

Systems

The Systems Division provides strategic and tactical planning, application development, systems integration, automation, and technical support for all internal City Clerk divisions and to the citizens of the City of Los Angeles. The Division's mission is to utilize technology to modernize systems, automate workflows, and improve efficiency in government services. The Division strives to continue providing data transparency through mobile and web enabled applications with first-class service to all of the City Clerk's customers.

COUNCIL AND PUBLIC SERVICES DIVISION

Year 1 — 2 — 3 — 4 — 5

Goals	Milestones (Year 1)	(Year 2)	(Year 3)	(Year 4)	(Year 5)
Expand the use of electronic signatures for all City documents and convert PDF forms into online electronic forms with e-signature capability	Automate the ordinance workflow with e-signature	Automate Public Convenience and Necessity application process; begin automating resolution process	Complete automation of resolutions and create electronic process for attestation; identify other documents for e-signature	Complete feasibility study of other documents for e-signature and begin implementation	Completely replace all wet signature documents with e-signatures
Develop an online repository for all City contracts with an electronic attestation feature	Discuss and standardize Citywide contract numbering system with ITA	Assemble working group with representatives from City departments	Implement pilot with 3-5 departments	Evaluate feedback from pilot phase and make necessary adjustments	All departments fully utilizing electronic system for contracts
Expand use of electronic Speaker Request Kiosk system	Expand Speaker Card Kiosk system to Council Committee meetings, Van Nuys City Hall and the Board of Public Works	Add functionality and improve application's performance	Assess feasibility of making Speaker Request Kiosk available to all Commissions	Expand to Commissions as feasible and begin research of other uses	Implement identified alternative uses as deemed feasible
Digital transformation of the Council File Management System - multi-software integration project	Create a concept to combine silo software systems into one modern Council file management solution	- Apply for funding from the Innovation and Performance Commission - Procure services	Begin incremental implementation of proposed changes (Phase I)	Replace the Council Live Voting System (Phase II)	Full implementation
Front counter security enhancement and redesign		Evaluate and assess security needs and possible design features	Finalize design and identify funding	Begin construction	Project completion
Online public comment portal		Design a system to collect and append public comments to their related Council agenda items	Pilot with select community groups and Neighborhood Councils	Market new system to the public and City staff	Full implementation

ELECTION DIVISION

	1	2	3	4	5

Goals · Milestones

Goals					
Engage and develop the next generation of voters	- Conduct mock elections in local schools - Provide civic engagement high school presentations - Provide voter outreach to community college students - Promote voter registration and pre-registration among young voters	Continuation and build out of existing outreach initiatives	Continuation and expansion of existing outreach initiatives in anticipation of 2020 municipal election under new voting system	- Develop a speaker's bureau of elected, non-elected officials and celebs to speak at schools and community events about the impact of the local vote and the importance of civic engagement - Continuation and build out of existing outreach initiatives	Continuation and build out of existing outreach initiatives
Expand the use of social media and traditional media to reach a wider and more diverse audience	Build and benchmark audience on all City Clerk social media platforms	- Continue to track audience on social media platforms and gauge performance - Draft and finalize approach for promoting the 2020 municipal elections	- Integrate technology and electronic media through strategic targeting, web, and social media platforms - Seek media and community partners for the 2020 municipal elections, specifically for outreach purposes	Assess effectiveness of techniques used in 2019/20 and modify if necessary	Determine best practices and continue to build and track audience on all City Clerk social media platforms
Conduct focused voter outeach to low propensity voting areas and under-represented communities, including those that are monolingual, limited English speaking	- Provide outreach to persons experiencing homelessness - Provide outreach to new Americans - Increase faith-based initiative outreach	- Draft outreach plan to educate voters on the county's new voting equipment and Voter's Choice Act (vote centers) - Increase outreach to women/ disseminate candidate filing information - Provide outreach to persons who are or have been incarcerated - Provide information to the public about participation in Neighborhood Councils as candidates/board-members	Implement citywide education/training of new county equipment and vote centers to voters throughout LA, including targetting of monolingual voters	- Assess the effects of the transition to county elections; identify successes or shortcomings on multiple levels, including vote center locations, access, and ease of voting - Conduct a survey among voters regarding transition and new voting equipment - Share voters' feedback regarding new voting equipment, challenges with the county	Continue voter education and presentations on new voting equipment and vote centers, general community outreach, and voter registration

ELECTION DIVISION

Year | 1 | 2 | 3 | 4 | 5

Goals	Year 1	Year 2	Year 3	Year 4	Year 5
Improve NC election process and increase candidate participation	- Conduct three NC elections - NC elections moved to even-numered years starting in 2018	- Administer up to 94 NC elections - Track polling place wait times and process flow - Improve communication with NC candidates and provide helpful tools to facilitate filing process - Develop a candidate filing training video - Review/update NC boundaries for accuracy	- Facilitate best practices workshops with NC board members - Review/update internal boundaries within the NC borders	- Administer up to 99 NC elections - Make polling place process flow improvements and reduce wait times by 20% - Increase certified NC candidates by 10% - Finalize all external and internal boundaries for NCs	Develop innovative educational tools and workshops to encourage more people to run for NC board seats
Coordinate a successful City election transition of both internal and external operations to LA county through staff cooperation, information sharing, and management coordination	Continue City/county subgroup meetings	- Continue City/county subgroup meetings to establish action items and implementation schedules with one master schedule by June 2019 - Assist County with vote center placement program	Implement City/county Primary Election transition. (Streamline candidate filing operations; eliminate manual stamping of petition sections)	Implement City/county General Election transition (explore Cost Accounting options through FMS; create work order numbers and test)	Evaluate 2020 election cycle to prepare for 2022 elections. (Streamline Election Division functions, research revenue producing options, and update applicable Election Code Sections, as needed)
Develop a centralized NC Portal to assist all NC operations	- Phase 1. Identify key components necessary for a portal (polling place recruitment, poll worker recruitment, list of certified candidates, election challenges) - Develop phases, goals, and objectives for each phase	-Develop poll worker application, reporting tools and dashboard	- Phase 2. Develop portal for internal use - Filter and sort large amounts of election data per NC and per election region - Begin building public facing elements	- Phase 3. Make necessary adjustments to Phase 2	Phase 4. Fully implement NC portal system to promote open data and transparency

RECORDS MANAGEMENT DIVISION

Year

| 1 | 2 | 3 | 4 | 5 |

Goals	Milestones				
Convert paper format Council files to electronic format from 1980 - 2000	Scan 2000 and partial 1999 files; seek additional funding and/or partnerships to accelerate the process	Scan 1999 and partial 1998 files	Scan 1998 and partial 1997 files	Scan 1996 and partial 1995 files	Scan 1995 and partial 1994
Develop space for in-house storage to reduce comercial storage costs	Develop build out plan for use of election warehouse space at Piper Tech	Create a budget request for FY19/20	Contract and begin build out of 28,000 feet of floor space at Piper Tech	Move boxes into new space	Realize $300,000 savings in commercial storage contracting costs
Complete re-approval of all departmental records disposition schedules	Re-approve a total of 40% of all department disposition schedules	Re-approve 100% of all department dispostion schedules		Update schedules as necessary	
Fully implement records disposition with regards to records in commercial storage	Complete transfer from Iron Mountain to Storetrieve	Incorporate records disposition schedules into Storetieve inventory database	Records disposition reports available for all departements using Storetreive	Purge inventory at Storetrieve	Ongoing destruction review and approval

BUSINESS IMPROVEMENT DISTRICT DIVISION

Year

| 1 | 2 | 3 | 4 | 5 |

Goals	Milestones				
Streamline and automate BID processes to maximize efficiency	- Process Map entire workflow - Consolidate BID accountants with Admin. Services Division	- Utilize results of process map exercise to address areas for improvement. - Build an online portal to: 1) communicate workflow status internally, 2) digitize the paper billing and report-ing process, and 3) report funding status online for the public	- Train BIDs on the use of the redesigned electronic BID portal that includes billing and reporting - Restructure staff work and monitor improved functions	Build system improvements based on pilot period	
Improve BID reporting responsiveness	- Contract for training and consulting services to assist BIDs - Create online training instruc-tions for BID access to County assess-ment data	- Set a baseline for BID reporting deadlines and Increase timeliness of BID report submissions - Build a public information strategy to assist with BID development	Establish goals and implement public information campaign		

SYSTEMS DIVISION

Year 1 2 3 4 5

Goals | Milestones

Goals	Year 1	Year 2	Year 3	Year 4	Year 5
Work with ITA to implement a citywide CPRA submission and tracking portal	- Secure funding - Develop system - Create pilot program - Train department staff	Go live for pilot departments	Assist ITA with implementation strategy for citywide roll-out	Go live citywide	
Roll out Windows 10 operating system department-wide	Deploy Windows 10 for Systems Division pilot and begin replacement of obsolete PCs and laptops	Deploy new PCs and laptops with Windows 10 department-wide for permanent staff	Deploy new PCs and laptops with Windows 10 for temporary and as-needed staff and all unassigned devices		

ADMINISTRATIVE SERVICES

Year 1 2 3 4 5

Goals | Milestones

Goals	Year 1	Year 2	Year 3	Year 4	Year 5
Create a transparent, interactive process to manage and report NC Funding activity for use by staff, NC financial officers, and the public	- Implement first year of new NC Funding Policies and Guidelines - Train all NC financial officers - Complete first year utilizing online funding portal with 80% expenditure rate - Enhance portal to include special fund tracking	- System enhanced to include inventory and event process tracking and reporting - Contract process fully automated - E-signature process developed and operational	- Develop and manage roll-over funding and donation receipt processes and integrate with existing online portal - Enhance training and create online training videos on NC Funding topics	Expand NC Funding system portal capabilities	
Hiring, onboarding, staff development, retention and sustainability plan (knowledge transfer, performance appraisals, training, management academy, peer-to-peer mentor groups)	- Revamp annual eval process and timeline - Develop management academy program goals and secure contractual services - Create new employee orientation video	- Enhance online evaluation process to include e-signatures - Current supervisors receive management academy training - Hospitality component and manager's checklist added to onboarding process	- Expand management academy to non-supervisors for staff development - Develop on-line desk manuals	Complete online onboarding system	Training has been made available to all applicable City Clerk staff

city of los angeles

City Clerk

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