[MS-0398.035.098.008]

# County of San Diego

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December 24, 1991

TO: Chairman John MacDonald
Vice Chairman Brian P. Bilbray
Supervisor George F. Bailey
Supervisor Susan Golding
Supervisor Leon L. Williams

RECEIVED
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Ans'd.....

FROM: Clerk of the Board of Supervisors

SUBJECT: **Annual Report to the Board of Supervisors - Clerk of the Board of Supervisors Department Accomplishments and Goals and Visions**

Attached please find a copy of an annual report prepared for your Board's review. As your Clerk, I wish to be responsive to your needs and concerns. It seems most appropriate, especially at this time of year, to review highlights of our activities during 1991, as well as to present our department goals and visions for 1992.

I would be happy to meet with you to discuss this report and to receive your comments and suggestions regarding the goals and visions outlined in this report for the upcoming year. Thank you for your continued support of our automation, programs and work.

I look forward, along with the entire staff of the Clerk of the Board Department, to serving you in the upcoming year.

Respectfully,

Thomas J. Pastuszka

THOMAS J. PASTUSZKA
Clerk of the Board of Supervisors

Attachment

cc: Norman W. Hickey, Chief Administrative Officer
David E. Janssen, Assistant Chief Administrative Officer

COUNTY OF SAN DIEGO
CLERK OF THE BOARD OF SUPERVISORS

# ANNUAL REPORT TO THE BOARD OF SUPERVISORS
# 1991

**COUNTY OF SAN DIEGO**
**CLERK OF THE BOARD OF SUPERVISORS**

# ANNUAL REPORT TO THE BOARD OF SUPERVISORS
# 1991

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## INTRODUCTION

Several centuries ago, the philosopher Heraclitus wrote, "There is nothing permanent in the world except change." 1991 has been a year of change for the Clerk of the Board department. The appointment of new executive, management and supervisory leadership, a new management style focused on empowerment of staff, work teams and quality control circles, coupled with major advances in the department's automation program, implementation of more efficient procedures, staff reductions due to county budget constraints and increasing workloads, have provided this department with challenges and opportunities. These challenges and opportunities, along with a constant - the continuing commitment of Clerk of the Board department staff to provide quality service, has enabled us to meet our mission:

> "The Clerk of the Board of Supervisors Department is committed to provide consistently excellent service and support to the Board of Supervisors and the people we serve in an efficient and friendly manner."

This report is to provide an update on accomplishments of the Clerk of the Board department during 1991, as well as to share our visions and goals for the upcoming year.

## DEPARTMENT OVERVIEW

The Clerk of the Board of Supervisors operates under the authority of the Government Code of the State of California, the County of San Diego Charter, Administrative and County Codes, and the County Board of Supervisors. Its mandate is to provide services to the Board of Supervisors relative to their meetings, including the preparation of agendas and reporting of official actions which become the official permanent records for the County Board of Supervisors. Identical services are provided the Board of Supervisors in their capacity acting as the Board of Directors of the County Flood Control District, eight Sanitation Districts, the Air Pollution Control District Board, Housing Authority, Industrial Development Authority and Redevelopment Agency. Similar services are also provided to other Boards, Commissions, and Committees, including the City Selection Committee, Assessment Appeals Boards, Air Pollution Control District Hearing Board, Noise Control Hearing Board, and Nuisance Abatement Hearing Officers. The department is responsible for receiving, filing and maintaining Lobbyists' Registrations, Incompatible Activities Statements, and Conflict of Interest filings.

**DEPARTMENT ORGANIZATION AND FUNCTIONS**

The Clerk of the Board of Supervisors department's duties are to produce, maintain, and provide access to the public to the official records of the Board of Supervisors' actions and those certain other Boards and Commissions enumerated above.

Current functional areas within the Clerk of the Board department are:

ADMINISTRATION. Attends all Board of Supervisors and Special District meetings. This division is responsible for the accuracy of the actions of the Board of Supervisors and other Boards. These actions ultimately produce the official County records. This division also directs preparation of the department budget, all department activities, and sets departmental policy.

LEGISLATIVE SERVICES. The Agenda Section is responsible for preparing Board of Supervisors and Special District Agendas and Statements of Proceedings, Communications Received, Proclamations, and other word processing functions. The Reporting Section has responsibility for recording actions and preparing Minutes of the Board of Supervisors, Special Districts and certain other meetings. It also prepares agendas, minutes, maintains files, and supports the Air Pollution Control District Hearing Board. The Communications Section is responsible for legal notices for all hearings, processing/execution of legal documents, and disseminating all actions of the Board of Supervisors and the Special Districts, as well as maintaining Lobbyist Registrations. The Assessment Appeals Section receives applications, sets hearings, and records changes to the assessment roll.

FISCAL AND PUBLIC SERVICES. The Records Section maintains the automated records indexing system, files and microfilm project. The Reception/General Information Section responds to telephone and counter inquiries, scheduling of rooms, and processing of certain land use subdivision maps. The Publications Section provides printing and distribution services of Agendas, Statements of Proceedings, County Charter, County Code, Administrative Code, and Board of Supervisors Policy Manual. The Fiscal Section is responsible for maintenance of personnel records; payroll for the Clerk of the Board department, Board of Supervisors' staff, Air Pollution Control District and Assessment Appeals Hearing Board members and Hearing Officers; fixed assets purchase and inventory; supplies; financial reports and preparation and monitoring of the department and Board of Supervisors General Office budgets.

**MAJOR ACCOMPLISHMENTS**

STATISTICAL OVERVIEW - A SAMPLING. The Clerk of the Board department prepared approximately 5,000 Agenda items, attended all related meetings, and prepared the necessary Minutes and Statements of Proceedings; docketed over 10,000 items of official correspondence received by the County; received and processed over 2,500 Assessment Appeals filings; responded to over 4,000 records inquiries; processed over 4,000 personnel actions; and produced over 6 million copies of official documents.

ADMINISTRATION.

- Flex Policy - A Department flexible work schedule policy was implemented on September 20, 1991. This policy provides for the adjustment of work schedules to meet workload demands, reduces "peak hour" traffic within the county, provides for maximizing use of existing equipment, and provides schedule flexibility for department employees.

- Employee Recognition Event - On September 15, 1991, the Department held its first staff recognition program. This was the first of several events held this year to recognize and honor employees for their contributions to this Department and to the County of San Diego.

- Customer Survey Program - In an effort to ensure that we are responsive to our customers, the Department began a Customer Survey program in September. Through comments received by our customers, we are able to gauge our performance and address areas that need improvement. All individuals completing comment cards receive a response from the Department.

- Full Staffing - Following the Board appointment of the Clerk of the Board, the immediate task was the recruitment and selection of Department management and supervisors. This task was completed in July, 1991.

- Training and Development of Management and Supervisory Staff - The Department Administration focused attention on management and supervisory development of the Department Mission Statement, vision, values and challenges. From July through December, 1991, special training and development sessions were executed focusing on leadership issues, team building, management tools- goal setting, delegation and follow-up, time management, performance standards, motivation/progressive discipline, interviewing and hiring techniques and communication skills. The majority of these programs were at no cost utilizing resources from the community, other departments and within the Clerk of the Board department.

- Full implementation and utilization of computer equipment and programs - The Department Local Area Network (LAN) and automated programs were fully implemented during the year, with the procurement of additional computer work stations.

- LAN to LAN connections with Board of Supervisors, Chief Administrative Office (CAO) and County Counsel - In order to provide the most expedient communications, LAN to LAN connections have been established with the Clerk of the Board, Board offices, Chief Administrative Office and County Counsel. This allows for a quick response with information requests, a reduction of hard copy paper reports, and an efficient means of transmitting documents in a timely manner.

- Equal Employment Opportunity/Affirmative Action (EEO/AA) Policy and Program - The Department adopted an EEO/AA policy and program, effective December 3, 1991. This policy and program is designed to ensure equal employment opportunities for all persons based on job related qualifications and merit, and to achieve a department work force that reflects the breadth and diversity of people living in the County of San Diego.

- Training of First-Line Employees in public contact and telephone skills - The Department, in a continuing effort to provide the highest quality public service, produced jointly with staff of the Department of Human Resources, a training program for first-line employees on public contact and telephone skills. This program was attended by Clerk of the Board staff, Board General Office staff, and several staff from Board District offices.

- DIBBS Awards - The Department continues to encourage staff to think creatively and offer suggestions for the improvement of our operations and service delivery. Many have been implemented, and several have received DIBBS awards for saving county general funds.

LEGISLATIVE SERVICES.

- Transmission of Board of Supervisor and Special Districts Agendas and Statements of Proceedings through mainframe computer - The Local Area Network (LAN) to mainframe connection has enabled the Department to transmit the Agendas and Statements of Proceedings into the Inquire/Text Automated Records Management system. This is Phase 1 of the Department's plan to provide an on-line, user-friendly, access to Clerk of the Board documents.

- Interconnectivity with the Department of Planning and Land Use (DPLU) - This year, the Clerk of the Board and DPLU Local Area Networks (LANs) were interconnected. This provides both departments with the ability to expeditiously process communications. This is Phase 1 of the Department's plan to stream-line the Planning Agenda process. Initial transmissions of Agenda material have been successful.

■ Communications Section using WordPerfect 5.1 merge to expedite mailing of letters and notices - The Communications Section has enhanced their efficiency in transmission of letters and notices. These efficiencies have helped balance the staff reductions experienced during the Fiscal Year 91-92 Budget process.

■ Administrative Code Update - The Agenda Section has input the Administrative Code into WordPerfect 5.1. This is Phase 1 of the Department's plan to update and reissue this Code.

■ Implementation of a 24-hour hot line - In an effort to ensure full county and public knowledge of upcoming agenda items, and to provide a full-circle coverage of the Agenda from its initial distribution on Wednesday to any changes/additions made through Friday, the Department initiated a 24-hour hot line. This service provides an updated list of items added to or changes made to the Board and Special District Agendas after publication and distribution of the regular Agendas.

■ Enhanced Board Agenda - Through inclusion of agenda/meeting notes on the inside cover of Agenda the public is provided with basic information on procedures and terminology relating to the agenda and the board meeting.

■ Streamlined Agenda Order of Business page - The Order of Business page was redesigned to provide a clearer style, and included Special Districts in index as well as agenda pages, thereby ensuring wider distribution and access of Special District agendas.

■ Automation of Lobbyist Advocates List - The Lobbyist Advocates List was put onto the Paradox database to streamline distribution of information to appropriate agencies.

■ Automated Docketing System - An automated docketing system was instituted. This system, through a "Search" mode, significantly reduces research time to find documents received by and logged in as official County materials.

FISCAL AND PUBLIC SERVICES.

■ Automation of Conflict of Interest database - The Conflict of Interest database has been placed on Paradox software. This process allows for more efficient preparation of reports and responses to inquiries.

■ Audit of Cash Procedures - The Clerk of the Board requested the Auditor and Controller to review all cash procedures to ensure compliance with all generally accepted accounting procedures. In certain areas, improved procedures have been established.

- Management Reports - The Fiscal Section is using Paradox and Quattro-pro to produce management reports. This has provided Department Administration with the best tools for planning and monitoring payroll, services and supplies, productivity indicators and other Department information.

- County Code Update - 1,200 pages of the County Code have been input onto WordPerfect 5.1. This is Phase 1 of the Department's plan to update and reissue this Code.

- Payroll - The Department has implemented a time sheet record system for payroll, and automated the payroll functions for Clerk of the Board, Board of Supervisors, Assessment Appeals, Hearing Officers, and Air Pollution Control District Hearing Board this year.

**GOALS AND VISIONS**

- Mainframe connectivity and on-line access to Clerk of the Board documents: County Charter, Agendas, Statements of Proceedings, Board Policies, Administrative Code, County Code and Board and Special District Records. The Department is working with the Department of Information Services to develop a system that will provide these documents through the mainframe in a user-friendly manner to county departments and the public. This program would provide a more timely transmission of vital county documents, and would save paper by eliminating mass hard copy distribution.

- Publication and Maintenance of the Administrative and County Codes - The Department has been involved in the process of updating these Codes. Phase 2 is publication and maintenance of these documents. The Department has been exploring the most cost-effective means of producing these two Codes. The Department lost the staff position which was involved in updating these Codes during the Fiscal Year 91-92 Budget process. We are expecting bringing forward to the Board a variety of options along with our recommendation early in 1992.

- Planning Agenda process streamlining - The Department Local Area Network (LAN) has been successfully interconnected with the Department of Planning and Land Use LAN, in Phase 1 of this project. Phase 2 involves implementing streamlined procedures for the preparation of the Planning Agenda.

- Wiring of Hearing Rooms - The ability to access Clerk of the Board records and to input actions in the Board Rooms (Rooms 301 and 310) is part of the ongoing plans for Clerk of the Board. Having these rooms wired with LAN connections will allow a quick retrieval of information directly during the meetings.

- Automation of Assessment Appeals Hearing Boards operations - The Department is currently working with the Department of Information Services and a computer specialist from the Public Defender's office to establish an automated data base and application tracking system. The database will provide staff with a register of applications (alpha and numeric), and a more efficient means to schedule hearings, prepare Notices, Agendas, Minutes, letters and daily-monthly-cumulative statistical reports.

- Automation of Air Pollution Control District Hearing Board operations - The Department is currently working with the Department of Information Services and a computer specialist from the Public Defender's office to establish an automated data base and application tracking system. The data base will provide staff with a register of applications (alpha and numeric), and allow staff to use a merge function to schedule hearings, prepare Notices, Agendas, Minutes, letters and State Air Resources Board reports.

- Modem connections to facilitate telecommuting - The Department is committed to reducing "peak hour" trips, and to maximize personnel efficiency. The Department is planning a trial experiment with telecommuting in 1992, using a modem connection to the LAN.

- Automation of subdivision and parcel map logbooks - The Department is developing an appropriate data base system to automate the subdivision and parcel map processes.

- Automation of room scheduling for Board Chambers and Conference Rooms - The Department is developing a system to automate the scheduling of Conference Rooms and the Board Chamber.

- Automation of purchasing/requisition process utilizing the on-line requisition system - The Department will be implementing the on-line purchasing/requisition process in 1992.

- Integration of emerging technologies - The Department will be reviewing the use of image processing technologies and the possible integration of this technology with the current Local Area Network (LAN) and Inquire/Text Record Management applications.

- Access to Department's Records - The Department will be investigating ways in which the department's records may become more accessible to the public in other parts of the county, through cooperative agreement with other departments and/or use of new technologies.

**SERVICE TO THE COMMUNITY**

Staff of the Clerk of the Board Department are committed to the County of San Diego. This is demonstrated by their involvement in both County organizations as well as other civic and community projects. This year, the Department has generously supported the Blood Bank, United Way, CECO, the Holiday Food Drive, and jointly with the Recorder/County Clerk Department, adopted a family of 10 persons this Holiday season.

The Clerk of the Board was elected this year to serve as President of the California Clerk of the Board of Supervisors Association (CCBSA), the statewide organization for Clerks of the Board. He also serves as a member of the California State Association of Counties (CSAC) Government Finance and Operations Committee, serves as President-Elect of the San Diego Chapter of the American Society for Public Administration (ASPA), is a member of the County Executive Association and serves on the County Internal Support Advisory Council (ISAC).

**CONCLUSION**

This department will continue to face the challenges ahead of us with vigor. We will continue to seek ways to make our operations more efficient in order to continue to provide quality service while meeting increasing workloads. We will continue to explore new, creative methods to improve our delivery of services and to provide a more cost-effective service delivery to our customers.

In the immediate future, we will be exploring ways to meet a Services and Supplies budget which was recently reduced as part of an across-the-board budget action. The Services and Supplies account for this Department has never been adequately funded, and has required, on an annual basis, a transfer of funds from Salary savings. The Services and Supplies account provides funding for mandated programs such as legal publications and notices, maintenance of equipment and costs related to publishing of Agendas, back-up materials and Statements.

In the longer term, we will be working with the Chief Administrative Office to seek ways to address the automation infrastructure needs of this Department. The Board is to be commended for their commitment to provide funding for the Local Area Network (LAN). This system has greatly enhanced our service delivery and efficiency. As we use automation to stream-line our operations and reduce staff, we also become increasingly dependent on the equipment. At this time, there is no funding mechanism available for major maintenance and replacement of failing computer equipment. We will work with the Chief Administrative Officer to find possible solutions to help address this issue.

It has been my privilege to serve as Clerk of the Board of Supervisors this past year. I look forward, along with the entire staff of this Department, to serving you in the upcoming year. As always, your continued support of our programs and work is gratefully appreciated. I would be happy to meet with you to discuss this report and to receive your comments and suggestions regarding the goals and visions outlined for the upcoming year.

Respectfully submitted,

Thomas J Pastuszka

THOMAS J. PASTUSZKA
Clerk of the Board of Supervisors

December 24, 1991

## CLERK OF THE BOARD OF SUPERVISORS 0130

### ADMINISTRATION

| | Positions |
|---|---|
| Clerk of the Board Supervisors | 1.0 |
| Assistant Clerk of the Board of Supervisors | 1.0 |
| Administrative Secretary IV | 1.0 |
| Intermediate Clerk Typist | 1.0 |

### LEGISLATIVE SERVICES DIVISION

| | Positions |
|---|---|
| Chief Deputy | 1.0 |

**Agenda Section**

| | |
|---|---|
| Senior Board Reporter | 1.0 |
| Sr. Word Processing Operator | 1.0 |
| Word Processing Operator | 3.0 |
| Intermediate Clerk Typist | 1.0 |

**Reporting Section**

| | |
|---|---|
| Senior Board Reporter | 1.0 |
| Board Reporter | 6.0 |
| Intermediate Clerk Typist | 2.0 |

**Communications Section**

| | |
|---|---|
| Senior Board Reporter | 1.0 |
| Administrative Secretary II | 1.0 |
| Senior Clerk | 1.0 |
| Intermediate Clerk Typist | 1.0 |

**Assessment Appeals Section**

| | |
|---|---|
| Senior Board Reporter | 1.0 |
| Board Reporter | 1.0 |
| Senior Clerk | 1.0 |
| Intermediate Clerk Typist | 1.0 |

### FISCAL AND PUBLIC SERVICES DIVISION

| | Positions |
|---|---|
| Administrative Asst III | 1.0 |
| Accounting Technician | 1.0 |
| Payroll Clerk | 1.0 |

**General Information/Reception Section**

| | |
|---|---|
| Senior Clerk | 1.0 |
| Intermediate Clerk Typist | 1.0 |

**Records Management Section**

| | |
|---|---|
| Board Records Supervisor | 1.0 |
| Senior Clerk | 1.0 |
| Intermediate Clerk Typist | 2.0 |
| Junior Clerk Typist | .3 |

**Publications Section**

| | |
|---|---|
| Publications Supervisor | 1.0 |
| Publications Technician | 1.0 |