



5-YEAR STRATEGIC PLAN

Fiscal Year 2022/23
through Fiscal Year 2026/27

City of Los Angeles
Office of the City Clerk

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Note from the City Clerk

Since 1889, when the first City Charter was granted by the California State Legislature, the Office of the City Clerk has been an office of trust, responsibility, service, and stability. Over the past 133 years, our dedicated staff has proven time and again a commitment to this entrusted duty, serving the people of Los Angeles with the highest level of excellence.

The COVID-19 pandemic, ongoing public demonstrations for public accountability and justice, and significant staffing changes have put this dedication to the test and I am proud to say that our staff met these challenges with the utmost professionalism and expertise. Whether it was answering the call to action as part of the City's Disaster Service Worker Program at the height of the pandemic, deftly responding to unprecedented crisis in City government, coordinating Neighborhood Council elections for millions of potential voting stakeholders, or preserving the City's expansive history one record at a time, the Office of the City Clerk has set a steady, yet continuously innovative standard for service quality.

With this standard in mind, we are pleased to present our Department's 5-Year Strategic Plan (Plan) for FY 2022-2023 through FY 2026-2027.



Holly L. Wolcott, City Clerk

This Plan was developed by this Office's six Divisions and expands our prior service delivery framework to now consist of, Transparency, Access to City Governance, Civic Engagement, Operational Resilience, and Equitable Service Delivery (TACOE):



Transparency

Provide clear and accessible information about services, decision-making processes, and performance metrics and a commitment to being open, honest, and accountable in all interactions with the Los Angeles community and City partners.



Access to City Governance

Provide equal access to city governance and ensure that all procedures are accessible, easy to understand, and provide consistent channels for community engagement.



Civic Engagement

Actively seek out opportunities to collaborate with community members, organizations, and stakeholders to ensure that public services are responsive to the needs and priorities of the community.



Operational Resilience

Develop and implement robust processes that can withstand disruptions or unexpected events and continuously monitor and evaluate Clerk operations to identify and address potential risks and vulnerabilities.



Equitable Service Delivery

Ensure that ALL members of the community have access to high-quality services that meet their needs and are delivered in a fair and equitable manner.

It is under this framework that the Office of the City Clerk will meet its long-term objectives and manage new opportunities and challenges over the next five years.



Election Division

The Election Division is responsible for the conduct of the City's municipal and Neighborhood Council (NC) elections. During municipal election years, staff conducts candidate filing processes for approximately 100 potential City and LAUSD candidates (which includes the verification of over 60,000 signatures) and provides measure-related voting materials to over 2.1 million voters in 13 languages. The Division also conducts voter outreach, civic education and voter registration efforts, which have, in past cycles, reached over 90,000 Angelenos, and facilitated registering and pre-registering close to 9,000 voters. During NC election years, staff conducts filing for approximately 2,000 candidates and 20,000 voters. The Division coordinates and verifies all citizen-sponsored initiative, recall and referendum processes, including signature verification, as well as administers approximately 100 Prop 218 and five in-house elections for various City agencies annually.

Business Improvement Districts

The Business Improvement District Division oversees the Business Improvement District (BID) program, which consists of 40+ districts throughout 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. Division staff facilitates the establishment and renewal of BIDs in accordance with state and locally mandated policies and procedures and administers the related BID Trust Fund, which collects \$65 million annually through assessments on behalf of the BIDs.

Over the next 5 years, the BID Division will expand to become the Community Program



Management and Planning Division, which will include the coordination, development, and implementation of the Department's five-year strategic plans as well as the management, tracking and reporting on the Department's progress toward its goals and long term priorities

Records Management Division (RMD)

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.

Systems Division

The Division's mission is to utilize technology to modernize systems, automate workflows, combat cybersecurity attacks, 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 (CPS)

Council and Public Services (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 3,800 contracts, posts and publishes more than 900 legally required notices and ordinances and, as mandated by the Charter, accepts over 5,700 claims against the City. In addition, the Division processes more than 19,000 documents transmitted for Council consideration, and 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.

Administrative Services Division (ASD)

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, Youth Development Department, El Pueblo, Department of Neighborhood Empowerment, Cannabis Regulation, and the Civil + Human Rights and Equity Department. ASD also administers AB1290 funds, General City Purposes (GCP) funds, and Council Special Trust Funds.

The Neighborhood Council (NC) Funding program administers the NC Trust Fund, a \$3.2M annual appropriation, to support the operations of the 99 citywide NCs. In addition, Division staff provides ongoing support and training to NC board members on funding policies and procedures.



Our Stakeholders

Our 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 the establishment and renewal of business improvement districts
- Conduct elections with integrity
- Administer City funds responsibly, including those funds allocated to support the NC system

The Public

The people and community spaces that are open to all within the City of Los Angeles; Both the individual and groups as a whole, from all backgrounds and walks of life.

Community Based Organizations and Neighborhood Councils

The dedicated organizations consisting of committed individuals that serve the City through a variety of means, and advocate on behalf of their constituents.

The Business Community

Both large and small businesses that bring economic vitality and prosperity to our City and are in positions to identify and support local needs.

Our Elected Leaders and Appointed Officials

The individuals chosen by the public to represent the needs and interests of citizenry and the professionals chosen to lead City departments and bureaus.

City Department Staff

The diverse City workforce who perform a variety of services for these and other stakeholders.

Candidates, Voters, and Prospective Voters

The dedicated participants in our democracy who represent us, who choose us, and who expect nothing less than first-rate service from us.

Regional, County, and Local Government Partners

Our neighboring localities and governmental colleagues with whom we share common goals.



WHAT WE VALUE

In previous Strategic Plans, this Office affirmed Integrity, Respect, Excellence, Customers, and Partnerships as the core values that we at the City Clerk uphold to guide staff conduct and operations. Over the past few years, amid the critical events that have and continue to impact Los Angeles, City Clerk staff have proudly demonstrated, through their service, a dedication to these values. Over the next five years, we will improve our daily adherence to these values and aspire to identify and uphold additional values that we as a department and as a City need to further succeed.

Our Core Values

Integrity

We will work to uphold moral and ethical standards and earn the public's trust. We are committed to personal and professional excellence and will do what is right. We will always encourage and welcome input, feedback, and suggestions from all and are willing to do things differently if it will further our mission and these core values. We will hold ourselves accountable and commit to be honest, fair, sincere, and forthright.

Respect

We value the right to work in an environment where mutual respect, equality, teamwork, and openness are practiced. We expect the best of each other and will work in a cooperative spirit for the betterment of the department and City as a whole. We recognize that everyone has something to contribute and understand that the talent and experience within our department has tremendous benefit. We embrace and cherish diversity and inclusivity.

Excellence

We will pursue excellence and cultivate a healthy and effective work ethic. We are committed to solving problems practically and creatively, harnessing our innovative in-house expertise, new technologies, effective communication, and collaborative effort.



Customers

We serve the people of Los Angeles and recognize that they, as our customers, deserve quality, trustworthy service. Our actions are driven by the desire to serve them better and to meet or exceed their expectations. We understand that our customers come from a diverse background and that everyone must be treated with respect, professionalism, fairness, compassion, and dignity.

Partnerships

We cherish the partnerships we have with the public, our elected officials, the business community, community based organizations, our fellow City departments, and the surrounding regional counties and municipalities. Through our engagement, we will demonstrate the benefit of building meaningful relationships, establishing trust and credibility, and administering responsible authority.

Our Aspirational Values

Since the onset of the COVID-19 pandemic and the current state of affairs, this department has had the opportunity to reflect on how it can expand and improve upon its guiding Core Values and strengthen the departmental culture. While not comprehensive, these aspirational values are but examples of how this Office intends to grow individually and collectively.

Supporting Citywide Initiatives

In 2020, when the City was in need, the City Clerk was among the first departments to answer the call for Disaster Service Workers (DSWs), not because we were ordered to, but because it is part of our identity and culture to serve the greater needs of the City. We recognize that our success as a department is tied to the success of the City, so we will continue to play an active role in supporting initiatives that benefit the community as a whole. We believe in enhancing the quality of life for all stakeholders in the city, be it residents, business owners, renters, or the unhoused and we are committed to supporting citywide initiatives that aim to achieve this goal by collaborating with stakeholders, allocating resources, and implementing effective programs and policies.

Employer of Choice

In the dynamic, competitive job market, whether it is in a time of economic growth or contraction, the City Clerk is driven to serve as the City's employer of choice. To achieve and maintain this status, this Office is intent on developing an innovative and stable organization that generates meaningful work, the best trained and satisfied employees, values respect and a collegial atmosphere that cultivates promotional growth within the department.

Institutional Knowledge

The City Clerk has the pleasure of maintaining the City's records and archives. But, beyond keeping records and protecting and securing the City's shared history, this Office is committed to appreciating and preserving staff's vast and deep institutional knowledge that, in daily practice, keeps Clerk operations running effectively.

Work-Life Balance

We recognize that a healthy arrangement between our responsibilities at work and in our personal lives can improve overall happiness, satisfaction, and well-being. To maintain an effective balance and better meet professional and personal challenges, we will continue to support each other, promote wellness, and create a safe environment to work, both at home and in the office.

Sustainability

The Office of the City Clerk is a relatively small department, but as a team of employees we are mindful of the ecological and social impact we have on our environment. As such, we are committed to using our resources conscientiously and streamlining processes to reduce waste.

OUR STRATEGIC OPPORTUNITIES



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

A fundamental purpose of our Five-Year Strategic Plans is to determine how we can best serve our Mission and meet the needs of the City's elected officials, the desires and requirements expressed by our broad and diverse stakeholder base, and adhere to our legal obligations and the mandatory functions required by City, State, and Federal law.

Over the past ten years, I am proud to say that our office has been effective in meeting these needs. While not every goal has been accomplished, we have made tremendous progress on providing trustworthy and consistent service while continuing to innovate to meet ever-changing conditions.

In the Five-Year Strategic Plan for Fiscal Years 2012/13 to 2016/17, we set a course of action based on operational excellence and efficiency, legal compliance, customer service, civic engagement, and economic development, with specific goals set on environmental stewardship, system optimization, and expanded self-service solutions, just to name a few. During this period, staff reevaluated internal workflows to optimize process efficiency, initiated the development and implementation of innovative internet-based systems and developed an effective election administration transition plan with the Los Angeles County Registrar-Recorder/County Clerk.

In the Five-Year Strategic Plan for Fiscal Years 2017/18 to 2021/22, we expanded on these objectives and accomplishments by introducing a refined Service Delivery Framework based on transparency, accountability, simplicity, and consistency. The development of this framework did not cast aside the course of action established in the prior Strategic Plan, but rather, added further enrichment and clarity, particularly to the department's drive for operational excellence, access to city governance, and civic engagement.

During this period, the City Clerk saw the successful expansion and introduction of internet-based and mobile applications such as the NextRequest platform (which has been used to process up to 6,500 California Public Records Act (CPRA) requests), an electronic Speaker Request and informational Kiosks in City Hall, the ClerkSign system which allows the use of electronic signatures for all City documents, and a fully overhauled Business Improvement District administrative portal. Our staff also successfully expanded the scope of our community election outreach to develop the next generation of voters and began the conversion of paper Council files to an electronic format for easier access. In total, we met over 80% of the goals we set in this Strategic Plan.

It is our expectation that we will repeat and surpass this achievement over the next five years.



The Five-Year Strategic Plan for FY 2022/23 to FY 2026/2027 illustrates continuing progress in our effort to provide our stakeholders with quality and responsive service and maintain our status as a first-rate organization. Over the next five years, we specifically intend to accomplish the goals set below. These include, but are not limited to improving and expanding on existing internet-based and mobile applications, such as our Contracts Portal, Legislative Management System, NC Portal, and BID Portal, and introducing new services to our stakeholders, such as U.S. Passport Application Acceptance Services.

As previously stated, each of these goals address critical program demands and serve our overall goals of transparency, access to city governance, civic engagement, operational resiliency, and equitable service delivery. To ensure that we adapt to changing conditions and obtain vital input from every staff member, we will convene internally to evaluate this plan. Further, we expect to report on the necessary adjustments made to this plan in our departmental Annual Reports.

TRANSPARENCY, ACCESS TO CITY GOVERNANCE, CIVIC ENGAGEMENT, OPERATIONAL RESILIENCY, AND EQUITABLE SERVICE DELIVERY (TACOE)

 **TRANSPARENCY**

		Year				
		1	2	3	4	5
Online Service Expansion						
NC Funding Program Portal Update	Enhance the NC Funding Program Portal with user-friendly features.		🚩			
Neighborhood Council Election Portal Expansion	Develop and expand the public NC Portal/Dashboard to promote access, open data, and transparency.			🚩		
Contract Portal Expansion	Enhance the existing contracts database to include a portal that allows departments to electronically submit contracts to CPS for attestation and assignment of a contract number.				🚩	
City Commission Database	Create a database of current and past City commissioners, with a public access module.	🚩				

An Informed Public

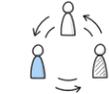
Obsolete File Access	Increase access to non-paper records found in obsolete formats or accessible only through obsolete technology.			🔄		
1980-2000 Council File Digitization	Seek increased funding to accelerate document scanning beyond the current projections and continue the process of converting paper-based Council Files (1980 - 2000) to electronic format.			🔄		

 **ACCESS TO CLEAR GOVERNANCE**

Administrative Efficiency

Legislative Management System-Live Voting Module	Update the current Legislative Management System with a Live Voting Module.		🚩			
NC Funding Program Guideline and Policy Update	Review and revise current NC Funding Program policies and guidelines to provide better clarity and understanding of Program requirements and expectations.		🚩			
Implement BID Invoicing and Billing Platform	Develop a billing and invoicing platform that will allow online payments and can integrate with the City's Financial Management System (FMS) and the BID Portal.				🚩	

 Target Completion  Ongoing

 **CIVIC ENGAGEMENT**

An Informed Public

		Year				
		1	2	3	4	5
NC Funding Training Expansion	Increase the frequency and accessibility of NC Funding Training to improve NC administrative operations and quality of NPG processes..		🚩			
Online/Social Media Marketing and Branding	Enhance the use of social media, website, and any other popular media, by utilizing new marketing technologies/rebranding/Design a new departmental logo.			🚩		
Expanding Voter Outreach and Education	Expand voter outreach to further engage underrepresented and marginalized communities by establishing two additional program initiatives targeting the disabled community and women.				🔄	
City/County Vote Center Worker Program	Revive the City/County Vote Center Worker Program.			🚩		🚩

 **EQUITABLE SERVICE DELIVERY**

Online Service Expansion

Municipal Election Candidate Module	Expand the Election Division website to include online municipal candidate/other filing processes.					🚩
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Administrative Efficiency

NC Funding Program Desk Manual Update	Develop and consolidate the NC Funding Program Manual to manage staff training and transitions.		🚩			
U.S. Passport Application Acceptance Services	Establish Passport Application Acceptance Services at City Hall, within the offices of the City Clerk.			🚩		
Customer Service Training and Education Program	Develop internal customer service training and external customer service education materials				🚩	
NC Election Innovation and Improvement	In consultation with Neighborhood Councils, evaluate and develop NC election voting innovations and improvements for each NC Election cycle in order to expand voting access and/or voting materials.				🔄	

 Target Completion  Ongoing



OPERATIONAL RESILIENCE

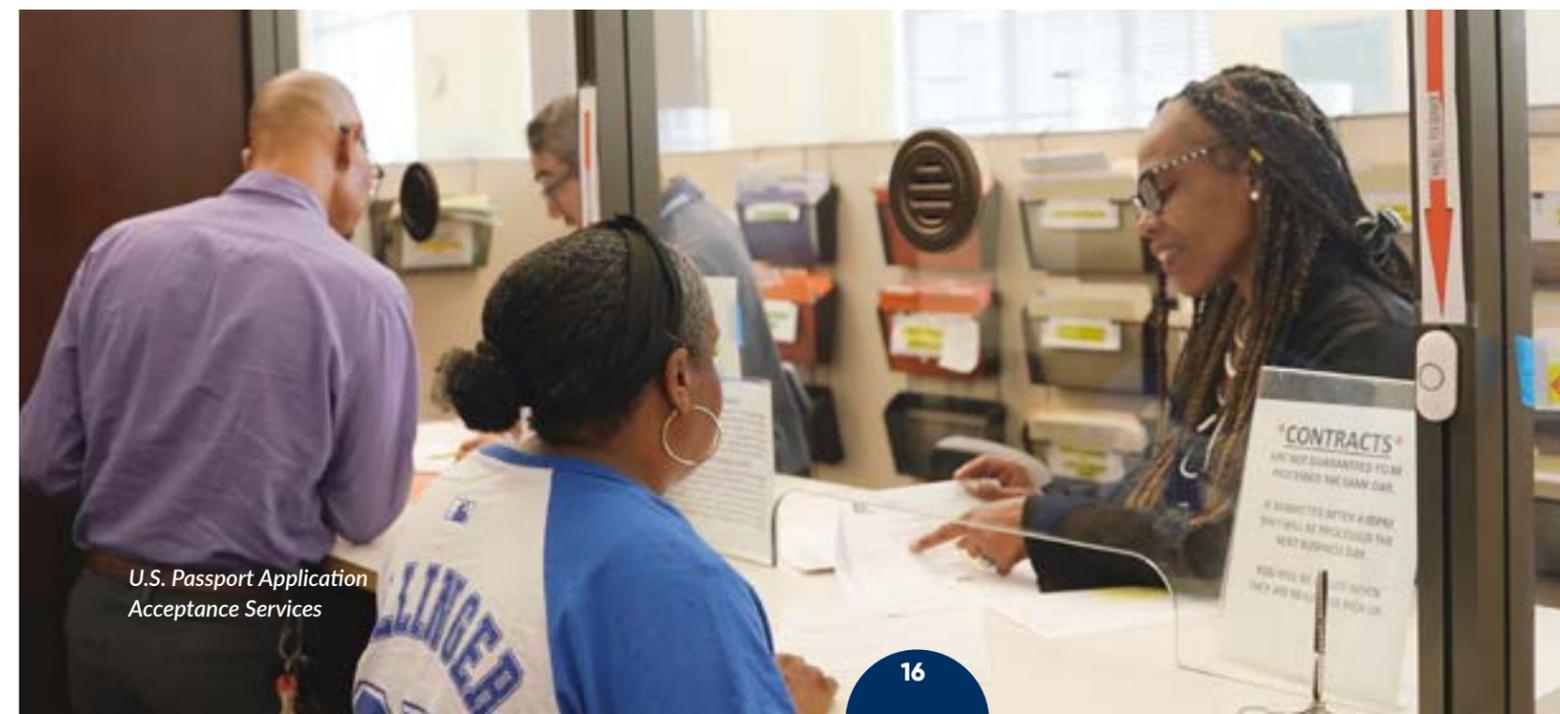
Workforce Sustainability

		Year				
		1	2	3	4	5
Increase Staff in Records Management and Administrative Services	Increase staffing to the appropriate levels to address the increasing need for EEO guidance, Risk Mitigation, MyVoiceLA investigation and to resolve and to address cyclical rollover and increasing turnover.			🚩		
Internship Program	Develop an Internship Program for High School and College Students.			🚩		
Quarterly Personnel Training	Develop Quarterly personnel training sessions for all staff where departmental subject matter experts can provide presentations on Budgeting, Contracting, and Internal Operations. Outside speakers will be invited when available.			🕒		
Systems Docking Stations	Acquire and implement laptop computers with docking stations in place of desktop computers. The laptop/docking station configuration will improve the in-office and telecommuting flexibility and application/file accessibility.		🚩			
City Council and Mayoral Staff Onboarding	Develop and enhance the onboarding process for incoming City Council and Mayoral staff, from either newly elected offices or from continuous attrition, through a structured, continuing process that includes orientation sessions, document processing, employee education and training programs and ongoing support services.			🕒		

Administrative Efficiency

On-Premise-to-Cloud Migration	Migrate file servers and application(s) from on premise to Cloud (AWS/MS Azure).			🚩		
Windows 11 Rollout	Roll out Windows 11 operating system department-wide.			🚩		
Archival Collection Processing and Digitization	Increase processing of archival collections and in-house digitization of collections by a combination of paid staff and unpaid volunteers and interns. Includes contingency for pandemic restrictions.			🚩		
Record Retention Schedule Update and Training	Update record schedules to add the former Mayor, City Attorney, Controller and various Council District offices. Create training schedule for staff tasked with maintaining office records.			🚩		
Records Management Data Management Repository	Build and maintain a data management electronic repository portal for the Records Management Division to track electronic records for reference and disposition purposes.					🚩

Records Management Data Management Repository	Build and maintain a data management electronic repository portal for the Records Management Division to track electronic records for reference and disposition purposes.					
In-House Storage Expansion	Develop space for in-house storage to reduce commercial storage costs.				🚩	
BID Portal Expansion	Expand BID Portal functions to allow a greater variety of report submissions and real-time fund and Council file tracking.			🚩		
BID Mailing Improvements	Collaborate with the General Services Department - Mail Services on streamlining BID mailing process for invoices, public notices, and ballot packets.				🚩	
HR Case Management Portal	Build and maintain a human resource case management portal for the Personnel Section to track FMLA, Reasonable Accommodation, Disciplinary Action, Confidential Personnel cases, TLH, Workers Compensation, etc.				🚩	
Procurement Accountability Improvement	Improve accountability of procurement and associated controls for General City Purpose Funds and other special funds administered by the City Clerk					🕒



U.S. Passport Application Acceptance Services

Year One Accomplishments	
Administrative Services Division	<p><i>City Council and Mayoral Staff Onboarding</i></p> <ul style="list-style-type: none"> • HR Services onboarded elected officials and staff in the election year cyclical rollover in the Mayor's Office and Council Districts 1, 5, 10, 11, 13 and 15.
Business Improvement District Division	<p><i>BID Portal Expansion</i></p> <ul style="list-style-type: none"> • The Annual Planning Report functionality has been updated and improved.
Council and Public Services	<p><i>U.S. Passport Application Services</i></p> <ul style="list-style-type: none"> • City Council authorized the City Clerk to submit an application to the U.S. Department of State to be designated as a Passport Acceptance Facility on January 27, 2023 (Council File 23-0067). • Staff identified and prepared office space where passport application services will be located. • Cubicles and desks have been placed in the selected space.
Election Division	<p><i>NC Election Innovation and Improvement</i></p> <ul style="list-style-type: none"> • Conducted 55 NC Elections that featured At-Polls voting and Vote-By-Mail (VBM) for the first time.
Records Management	<p><i>In-House Storage Expansion</i></p> <ul style="list-style-type: none"> • LAPD donated warehouse shelving to Records Management (RMD), which was installed by GSD in Space 375. • Archival Collection Processing and Digitization Coordinated with the LAPD's Homicide Library (HL) to update the inventory (1,048 boxes) of Murder Books at the Westchester Training Center in partnership with the FBI.
Systems Division	<p><i>Laptop/Docking Stations</i></p> <ul style="list-style-type: none"> • Acquired docking stations and prepared existing laptops for deployment. • Completed deployment to 80% of the department's staff. • Requested additional funding to complete the remaining 20% deployment.



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