

OFFICE OF THE
CITY MANAGER

CITY OF SACRAMENTO CALIFORNIA

CITY HALL
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May 15, 1986

Budget & Finance Committee
Sacramento, California

Honorable Members In Session:

Subject: PERSONNEL & MANAGEMENT STUDY OF THE CITY CLERK'S OFFICE

The purpose of this memorandum is to provide you with a review of the consultant study of the City Clerk's Office prepared by William & Juanita Damerell.

I asked the Assistant City Manager and several Department Heads affected by this study to review copies of the consultant's report for the benefit of this office. Those observations and recommendations are contained within my memorandum to you. The City Clerk is preparing her own response to the study. My comments and recommendations are focused on three categories including staffing/organization, management problems and salaries.

A. STAFFING/ORGANIZATION

1. The consultant recommended the deletion of one Deputy City Clerk position. The City administration concurs with this recommendation.
2. The consultant recommends the addition of one Secretary position to the City Clerk's Office. The City administration concurs with this recommendation.
3. The consultant recommends the addition of one Typist Clerk III position. The City administration concurs with this recommendation on clerical assistance. However, consideration should be given to the utilization of the class Typist Clerk II as shown in the City Manager's Proposed Budget so that a clear and immediate clerical supervision relationship can be established at the lowest level in the Clerk's Office.
4. The consultant recommends the addition of one Microcomputer Systems Specialist for the City Clerk's Office. While the City administration recognizes the need to improve systems in the City Clerk's Office, this service can be best provided by the Data Processing Department. The Microcomputer Systems Specialist class is more appropriately located within a major department providing major internal data processing services. Only the largest departments such as Police, Fire, Public

Works, Parks & Community Services and General Services may require this class on a 100% basis. The Clerk's Office needs can be met by the addition of such a position in the Data Processing Department as indicated in the City Manager's Proposed Budget.

5. We do not concur with the consultant's recommendation which provides for a vertical stacking of the supervisory positions. This type of structure results in the largest span of control at the lowest supervisory level which invariably would result in a high potential for conflicting directions by the three supervisory personnel. A division of work and departmental functions must be shared by the City Clerk/Assistant City Clerk and Deputy City Clerk, while direct supervision responsibilities should be divided between the Deputy and the Assistant City Clerk.
6. The class specifications are generally appropriate but the Personnel Department feels that the format is not acceptable and requires additional staff work to be consistent with the City standard format.

B. MANAGEMENT PROBLEMS

1. Storage and Maintenance of Records: Storage is a City-wide problem that the City administration is attempting to address at this time. The City Clerk's storage problems should be addressed during the context of that process. We concur with the consultant's observation that immediate improvements in records storage for the City Clerk is essential. We also concur with the recommendation that acid free box files, properly indexed and labeled, should be provided for the City Clerk's record storage needs. We recognize that valuable City office space is now being used to store records that are not currently used but legal retention is required.

A secure, well management, off site location is required for the City Clerk and several offices and departments of City government. A special City management task force is in the process of reviewing and identifying all City space needs and we expect to report back to the City Council in the near future with a report that addresses records management and storage on a City-wide basis.

2. Computer/Word Processing Enhancement: The City administration concurs with the consultant's observation that the existing word processing and terminal equipment is inadequate to meet the needs of the City and the City Clerk. Preliminary work by the City Clerk and the Data Processing Department has identified the scope of the City Clerk's needs for both microcomputer and word processing applications. A computer hardware and software recommendation is included in the Manager's 1986-87 Budget Proposal to the City Council and an RFP is under development at this time.
3. Microfilming: The City administration concurs with the consultant's observation that the City Clerk requires a much higher level of microfilm service than is now available. Part of the records management study that is now underway will identify the City-wide

microfilming needs and propose a solution that allows for the opportunity to access a centralized service. No final decision has been made at this time; however, we expect to place a high priority on the City Clerk's needs in designing a solution that affects several departments.

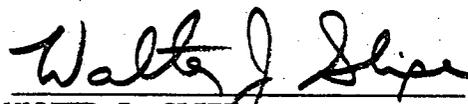
4. Computer Interface with County Registrar of Voters: The consultant describes the desirability of linking the City Clerk's Office with the County Registrar of Voters to expedite the reporting of election results in a municipal election. While this is primarily a function delegated to the County of Sacramento, the City Clerk could benefit from such a connection when it becomes technically feasible at a cost that could be justified by the benefits. The City administration concurs with the consultant's position that this observation requires much additional review and study.
5. Lost Documents: The City administration concurs with the consultant's conclusion that the City Clerk must place a high priority on the storage and maintenance of permanent official records and contracts. It is totally unacceptable for the estimated 200-250 documents to be unaccounted for. The high priority placed on a records management system, coupled with a new microcomputer base information system for the Clerk's Office should resolve problems relating to records, processing, storage and location.

C. SALARIES

The consultant has recommended salary adjustments of 22% for the City Clerk, 15.88% for the Assistant City Clerk and 5% for the Deputy City Clerk. At the same time the report also indicates "across the board, Sacramento City salaries for management personnel average about 5.05% below the median and 6.29% below the mean for the relevant labor market."

Since the City Council will be considering salary adjustments for management personnel for the new fiscal year, July 1st would be the appropriate time to resolve this issue. For City Council Officers, the Council has traditionally utilized an Executive Session to evaluate job performance which is related to salary adjustments.

Respectfully Submitted,



WALTER J. SLIPS
City Manager

cc: City Clerk
City Councilmembers



CITY OF SACRAMENTO

OFFICE OF THE CITY CLERK

CITY CLERK

LORRAINE MAGANA
CITY CLERK

May 15, 1986

Budget and Finance Committee
Sacramento, California

Honorable Members in Session:

SUMMARY

On April 8, 1986, the Budget and Finance Committee instructed this office to bring forth the recommendations in the Management Study as a part of the annual budget hearing for the Office of the City Clerk. All justification for recommendations in the Management Study will be furnished by the consultants, Bill and Nita Damerell.

MANAGEMENT STUDY RECOMMENDATIONS

I. Records Management

The study recommends that this office acquire a camera and initiate an in-house microfilm program.

This office has been working on a Records Management Program for two years which includes microfilm, archival records storage and creation of a microfilm library.

The renovation of the City Hall basement and elimination and relocation of ours and Finance's storage facility demonstrated that a City-wide program is necessary. Therefore, this office met with representatives from Parks and Community Services, Museum and History, and Finance to discuss the problem of storage of inactive, but frequently used, records. It was decided that a position paper (See Attachment I) would be prepared by this office and presented to the City Manager to create a Task Force to deal with the problem on a City-wide basis.

The Office of the City Clerk is charged with the responsibility under the Charter as the keeper of City records and, if the Task Force is approved, would take an active role in the care and protection of City records.

Recommendation:

It is requested that the Committee make no decision regarding a Records Management Program inclusive of microfilm and archival storage but direct the City Manager to create a Task Force to resolve this issue on a City-wide basis.

II. MICROCOMPUTER/WORDPROCESSING EQUIPMENT

The study recommends that this office procure microcomputer/wordprocessing equipment with increased memory, compatibility with the mainframe computer and other City departments and sufficient terminals and printers to serve the office and staff.

This office currently has four wordprocessing terminals and two printers and the equipment has been utilized to its fullest potential. In addition to heavy wordprocessing use, this office has also created mini-programs which has eased the manual labor required for many functions.

In late 1983, we began working with Burroughs Corporation to upgrade the memory capability in the four terminals which would allow for the use of data-based management programs. A year and a half later, the conclusion was reached by Burroughs that the upgrade for the memory would not operate effectively by allowing the utilization of data-based management software with the advanced functions of the wordprocessing software. The only course available to this office was the acquisition of new equipment and software which would allow us to create data-based management programs and maintain strong wordprocessing software.

In late 1984, ten programs were identified (See Attachment II) by this office which, if automated, would sufficiently improve office functions. The Data Processing Department determined that four functions would be better suited for main-frame applications and six should be microcomputer applications. Upon identification of microcomputer programs, this office with the assistance of the Data Processing Department began searching for new equipment and software that would meet our needs.

In March 1986, this office and Data Processing agreed upon a shared resource system (See Attachment III), various equipment components and most importantly a strong wordprocessing software package. It is anticipated that this equipment and software will meet the needs of the office. Some of the advantages of a new shared resource system are:

1. Multi-user access and update capabilities to software and programs thus eliminating approximately 250 floppy disks.
2. Data-based management programs which will automate various functions reducing the need for manual monitoring.

3. Microcomputer/wordprocessing terminals for each employee improving work production and machine access.
4. Four printers to allow better access for work output which will increase work production.
5. Increased memory capacity to allow for proper operation of data based management programs.
6. Compatibility with the City's new mainframe computer system (LGFS) and consistency with the City's long range compatibility goals.
7. The ability for City Clerk's staff to develop, maintain and revise office programs as laws and needs change.

RECOMMENDATION:

It is requested that the Committee approve the acquisition of a shared resource system, software, conversion, training, program development and furniture as submitted in the budget.

III. STAFF REQUIREMENT

The management study recommends that two additional full-time positions be added to the Office of the City Clerk making a total of eleven employees. The configuration of the staff adjustment is as follows:

1. Delete one Deputy City Clerk position
2. Add one Microcomputer Specialist position
3. Add one Typist Clerk III position
4. Add one Secretary position

This office agrees with the consultants' recommendations.

It should be noted that the City Manager has deleted the one Deputy City Clerk position, as well as the Microcomputer Specialist position in the budget before you. The Microcomputer Specialist position was moved to the Data Processing budget to serve all City Departments. The removal of this position and the deletion of one Deputy City Clerk position will create a hardship on the Office of the City Clerk. The disadvantages of the elimination of both positions are as follows:

1. Eliminate the level of supervision required to effectively and efficiently operate and supervise office functions.
2. Eliminate the position slated to operate, maintain and oversee the new shared resource system submitted in this budget.
3. Eliminate the level of expertise to create, revise and oversee the creation of data based management programs, train staff, and write procedures indicative of the new equipment and office functions.

Further, the City Manager decreased the level of the Typist Clerk position from a III level to a II level. The decrease in the level of the position was not discussed with this office until the budget analyst informed us of the final changes being submitted in the City Manager's proposed budget.

As stated in the management study:

1. The functions performed by this office are complex in nature.
2. A higher level of expertise, skill and experience is required to perform office functions adequately and timely.
3. This level is the appropriate level to adequately perform the complex office functions.
4. Distribution of work performed by four other Typist Clerk III positions to alleviate the excessive workload and stress being experienced.

It should be noted, that this office currently has one Typist Clerk II level position and it is mainly used as a public service representative. Also, this office checked with Employee Relations some years back regarding assigning Typist Clerk III level duties to a II level and were informed that only one III level duty can be assigned at one time. Further, that the III level duty had to be for a specified time and for purpose of training and development of the employee.

RECOMMENDATION:

It is requested that the Committee approve the following:

1. The Secretary position which is undisputed.
2. Reinstate and approve the Microcomputer Specialist position which was originally submitted in the budget and recommended by the management consultants.

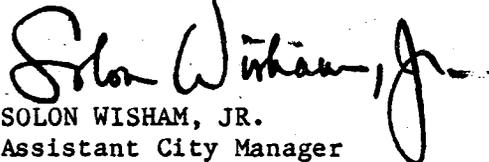
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3. Increase the Typist Clerk level to a III and approve the position which was originally submitted in the budget and recommended by the management consultants.

Respectfully submitted,


LORRAINE MAGANA
City Clerk

APPROVED FOR SUBMITTAL:


SOLON WISHAM, JR.
Assistant City Manager

AM:lw

Attachments:

- I. Records Management Program Request to Walter Slipe
- II. Approved Data Base Management Programs
- III. Equipment Configuration



CITY OF SACRAMENTO

OFFICE OF THE CITY CLERK

CITY CLERK

LORRAINE MAGANA
CITY CLERK

MEMORANDUM

TO: Walter J. Slipe, City Manager

FROM: Lorraine Magana, City Clerk
Bob Thomas, Director of Parks and Community Services
Jack Crist, Director of Finance

SUBJECT: Development of a City-wide Records Management, Art and Artifacts Storage and Microfilm Task Force

DATE: May 14, 1986

On April 2, 1986, the City Clerk's Office met with representatives from the Parks and Community Services Department and Finance Department to discuss the problem of record storage and the possibility of developing a City-wide microfilm program. A Records Management program consisting of microfilm and archival storage would benefit the City as a whole and eliminate individual departmental requests for the purchase of microfilm equipment and additional staff to man the equipment.

A serious problem occurred for the City Clerk's Office and Finance when the basement of City Hall was remodeled. It necessitated moving our records to a room in the Annex and sharing storage facilities which does not provide the security required. To add to the problem, the City Clerk's Office moved two years of inactive files down to the 13th and I Street parking garage storage facility leaving room for only one more year to be stored before additional storage space will have to be obtained. Other departments also experienced problems with the remodeling, and records were moved to the City Treasurer's storage area and 13th and G Streets (Brownie's)

Presently, Crocker Art, Museum and History, Metropolitan Arts, and City Clerk offices are renting storage space. Although the rental rates and storage conditions are unknown, they will be identified. Besides the cost of rental rates, current office space is used for inactive records storage creating a significant cost per square foot for storage. These factors, City-wide, could add up to a considerable sum and justification to look further into a City-wide Records Management, Art and Artifacts Storage and Microfilm program.

It was the decision of this group to request that you form a Task Force to consider a Records Management Program which would include microfilm and archival storage of inactive records on a City-wide basis. It was envisioned that the Task Force would:

1. Develop a questionnaire and survey all City Departments regarding storage of all records and any current microfilm programs being used.

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2. Compile the questionnaires and make a recommendation to you regarding the feasibility of continuing to use City employees in the development of a Records Management program or hire a qualified consultant.
3. Develop a City-wide Records Management program and prepare necessary documents for review and discussion.
4. Identify a funding source to implement the development of a program.
5. Prepare necessary legal documents for adoption by the City Council.
6. Assist with the implementation of the approved Records Management program as necessary.

The departments which have expressed an interest in being members of the Task Force, if approved, are:

1. Office of the City Clerk
2. Parks and Community Services Department
3. Finance Department
4. Public Works Department (Ron Wicky)
5. Support Services, General Services Department

There may be other departments who may wish to participate but are unaware of the possible development of a Task Force. You may want to discuss this at a Department Head meeting.

It is our recommendation that you authorize the formation of a Records Management, Art and Artifacts Storage and Microfilm Task Force.

APPROVED FOR SUBMITTAL TO CITY MANAGER:

LORRAINE MAGANA, CITY CLERK

BOB THOMAS, PARKS AND COMMUNITY SERVICES

JACK CRIST, FINANCE

LMM:lw

cc: Phil Ezell, Accounting
Keith Kramer, Budget Analyst
Frank Mugartegui, General Services
Public Works Department

ATTACHMENT II

APPROVED DATA PROCESSING PROGRAMS

I. Mainframe Applications:

1. City Manager Agreements - Completed in 1985 and Implemented.

This program provides an on-line indexing of agreements authorized by the City Manager. It will provide better research and retrieval for these types of agreements.

2. Council Committee Index - Completed in 1985 and Implemented.

This program provides for an on-line legislative index of all agenda items before the four Council Committees. This will provide a tracking and informational service for matters considered by the Council Committees.

3. Conflict of Interest Tracking - Work in Progress.

This program provides for tracking of designated employees through the Personnel Action Request (PAR) form who are required to file conflict of interest. This program will fulfill the Price Waterhouse Audit requirement.

4. History Ordinance - Not Started.

This program will provide for a complete indexing of every ordinance passed by the City Council since 1849. This project is anticipated to take five years to implement following program development.

II. Microcomputer Applications to be done by Microcomputer Specialist: (For New Equipment)

1. Claims/Complaints/Summons Filed Against the City.

This office developed a mini-program and it has been in use for 2½ years. The program has outgrown the memory capacity of the current equipment.

The new program will provide for a tracking calendar, computations, sorting and merging of information and various types of reports to aid in statistical data, retrieval of data, categorizing and tracking of legal documents.

2. Campaign Limitation Ordinance.

This office does not have any program in place.

This new program will provide for an automated system for tracking compliance with the adopted Council ordinance. It will furnish informational reports, compliance tracking, statistical information for contributions made to candidates and elected officials.

ATTACHMENT II (CONTINUED)

3. Conflict of Interest Master File

This system will be in addition to the mainframe application for tracking designated employees.

This office developed a mini-program and it has been in use for three years. It provides an easy retrieval for designated employees and required filing category. It allows for easy and immediate update of changes as they occur.

The new program will be inclusive of the features in the mini-program but will provide for a sorting function for information, statistical data, informational reports and compliance tracking.

4. Various Election Calendars and Master Calendar

This office developed a mini-program and it has been in use for 3 years and was enhanced 1½ years ago to include the Retirement Hearing Commission election calendar.

Listed below are the various types of election calendars mandated by law:

1. Primary
2. General-Run Off
3. Charter Amendments
4. Initiative Petition
5. Referendum
6. Recall
7. Retirement Hearing Commission

The new program will be inclusive of the features in the mini-program but will provide for automatic computation of dates, and transfer and sorting by date into a Master calendar for ease of use.

5. Boards and Commission Manual

This office has just completed input of all material from the manual onto wordprocessing. It is anticipated that an updated manual will be released June 1, 1986.

The new program will provide creation of the annual vacancy list required by law, ease in manual update, history data, informational reports, sorting of material and statistical data.

6. Annual Billing/Invoicing of Services Rendered.

This office developed a mini-program and it has been in use for two years. It provides for a merge/sort of data into a billing/invoice letter and creation of a master list for all billed services.

ATTACHEMENT II (CONTINUED)

The new program will be inclusive of the features in the mini-program but will provide for a more effective and efficient sort/merge function, master list, statistical data, history data and informational reports.

III. Programs to be Developed by the Microcomputer Specialist of the City Clerk's Office on the New Equipment.

1. Agenda/Synopsis

The office developed a mini-program to facilitate preparation of the Agenda/Synopsis. The program is limited due to the memory capacity of the current equipment.

2. Minutes

This office developed a mini-program to facilitate preparation of the minutes. The program is limited due to the memory capacity of the current equipment.

3. Council Hearing Notification Procedure

This office developed a mini-program to facilitate preparation of Council hearing notification letters, legal advertising, affidavits and statistical data. More powerful equipment is required to improve this program.

4. Bid Process and Tracking

This office has developed plate language letters on wordprocessing but have not developed a mini-program.

5. Council Action Notification

This office has developed plate language letters on wordprocessing but have not developed a mini-program.



CITY OF SACRAMENTO

OFFICE OF THE CITY CLERK

CITY CLERK

LORRAINE MAGANA
CITY CLERK

MEMORANDUM

April 11, 1986

TO: Keith Kramer, Budget Analyst

FROM: Anne Mason, Assistant City Clerk

SUBJECT: Micro-Computer/Word Processing Shared Resource System

This proposed system will replace the Burroughs Word Processing equipment currently being used. The prices quoted are only estimates based on market prices before equipment is submitted for bid.

The system will consist of:

	Unit Cost	Quantity	Total Cost
1. Resource Controller	\$20,000	1	\$20,000
2. Automatic Dial Up/Answer Modems	300	2	600
3. PC Computer Terminals (2 floppy drives)	1,749	7	12,243
4. XT Computer Terminals (10 mg)	2,450	4	9,800
5. Laser Printer	10,000	1	10,000
6. Dot Matrix Printer	1,100	2	2,200
7. Printer w/ Envelop Feeder	1,500	1	1,500
8. Dual Sheet Feeders	500	2	1,000
9. Coax Cable w/ Connectors	200	2	400
10. Maintenance Contracts			8,550
11. Training Support (Basic)	300	12	3,600
12. Advanced Training			1,000
13. Conversion Costs			20,000
14. System Software	450	12	5,400
15. Various Program Software Development			20,000
16. Various Pieces of Furniture for New Equipment	700	11	<u>7,700</u>
TOTAL COSTS			123,993
	Tax (Hardware)		<u>4,251</u>
GRAND TOTAL			\$128,244

AM:lw

cc: Jim Puthuff, Data Processing Manager