



CLERK OF THE BOARD OF SUPERVISORS

BUSINESS PLAN
2007



Our Mission:

*To provide the County and its citizens easy access to information and guidance to facilitate fair, equitable and open participation in the decision and policy making of Orange County government.
"Where service and information are at your fingertips."*

Clerk of the Board

2007 Business Plan

Darlene J. Bloom
Clerk of the Board

“Where service and information are at your fingertips”



CLERK OF THE BOARD OF SUPERVISORS

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Darlene J. Bloom, CCB
Clerk of the Board

January 2007

Dear Readers:

We are pleased to present the Orange County Clerk of the Board's 2007 Business Plan.

The Plan provides the focus and direction of our office for the next five years. The Department's mission and goal overview for the next five-year period and specific goals for this upcoming fiscal year will be accomplished with the input and insight of all Clerk of the Board staff. It is truly a cooperative team effort.

The Clerk of the Board Department is ever changing in our efforts to provide and define its service levels to the citizens of Orange County, as reflected in our Mission Statement: to provide the County and its citizens easy access to information, and guidance to facilitate fair, equitable and open participation in the decision and policy making of Orange County government.

I encourage you to read our Plan. As always, we look forward to serving Orange County.

Sincerely,

Darlene J. Bloom
Clerk of the Board

*The People of the Office of the Clerk of the Board
Our Most Valuable Resource*



Darlene J. Bloom
Susan Novak
Sonia Acuna
Ruben Aguilar
Lydia Archuleta
Van Au
Bill Bauer
Maria Carrillo
Anita Davis
Ronald Galang

Sandra Haro
Joyce Harrell
Bev Iorio
Tim Johnson
Richard Larsen
Ruth Llamas
Maria Lopez
Dora Martinez
Pat Martinez
Susan Morales

Bonnie Mura
Irene Muro
Hieu Nguyen
Nancy Pham
Jamie Ross
Sabrina Saragosa
Najeeb Siddiqui
Robin Stieler
Helen Suarez

Joyce Harrell – 2006 Employee of the Year (Shining Star)

“Where service and information are at your fingertips”

Table of Contents

I. EXECUTIVE SUMMARY	5
<i>2006 Overview</i>	6
<i>2007 Service Issues</i>	6
II. MISSION & GOALS	8
<i>Mission Statement</i>	8
<i>Goals</i>	8
<i>Key Outcome Indicator Reporting</i>	9
III. OPERATIONAL PLANS	12
<i>Overview</i>	12
<i>Clients</i>	14
<i>Challenges</i>	14
<i>Resources</i>	16
<i>Goals</i>	16
IV. APPENDICES	23
<i>Organization Chart</i>	23
<i>Management Team</i>	25
<i>Business Plan Team</i>	27
<i>Fiscal Years 2005 - 2007 Accomplishments</i>	28

I. EXECUTIVE SUMMARY

The Clerk of the Board's 2007 Business Plan presents a high level overview of the services the department provides, 2006 accomplishments, goals for 2007, strategies and projects to achieve those goals, an overview of the planned vision for the department for the next five years and critical service issues.

The Clerk of the Board (COB) is the official repository of County records and provides administrative support to the Board of Supervisors, the governing boards of certain districts and authorities and the Assessment Appeals Boards (AAB) and Hearing Officers. The majority of its functions are defined and mandated by various California Statutes, Revenue and Taxation Codes, County Ordinances, Board Resolutions, County Rules of Procedure and by Board of Supervisors' policy.

The department is comprised of three major divisions:

Board Services which prepares and publishes agendas and minutes for the Board of Supervisors, processes legal publications, administers oaths of office for various elected and appointed officials, administers the County's Conflict of Interest Code Review and Filing Program requirements and receives and processes claims, summons and complaints against the County; Assessment Appeals which receives and processes assessment appeals applications, schedules hearings and publishes annual notices in accordance with legal requirements, maintains minutes and official records of the assessment appeals process and provides assistance and education to the Assessment Appeals Board Members and public on the assessment appeals process; and

Files Management & Administrative Services which manages the department's official records, responds to public records requests, assists the public and County departments/agencies with research of records, provides payroll, purchasing and personnel services to the Department and Board offices, prepares budgetary, business and strategic planning, and provides information systems support for Countywide systems and COB staff.

The COB's commitment to providing the highest level of professional and courteous service possible to the Board of Supervisors, County

departments/agencies, officials and citizens it serves is reflected in our Mission Statement:

“The mission of the Clerk of the Board of Supervisors is to provide the County and its citizens easy access to information and guidance to facilitate fair, equitable and open participation in the decision and policy making of Orange County government.”

2006 Overview

This past year the COB has continued to review and upgrade its automated products to support new Board of Supervisors policies, to provide better internal tracking and to provide improved services to County property owners and their tax agents.

The COB continues to make improvements to its website to increase accessibility of information and e-services. We continue to promote use of our online Assessment Appeals e-file program. This tool is a win/win for taxpayers and the County, providing step by step help for taxpayers in completing their form and providing the COB with error free data entry on each e-filed assessment appeal application.

Orange County COB continues as a national leader in its innovative approaches to service, automation techniques and 24/7 e-commerce information, opportunities and solutions. Department forms, Board agendas, minutes and bid schedules are available online to the general public. The public can listen to live and past Board meetings, as well as submit comments online on items being considered by the Board. They soon will be able to actually watch “live” streaming video of the Board of Supervisors Meetings. The Department continues to expand its efforts to meet the ever changing service needs of its customers.

2007 Service Issues

In 2007, the COB will continue to focus on new and existing multi-year automation needs/projects. We are proposing a new automation project to support online filing of Conflict of Interest (COI) form 700 for the approximate 5000 filings that we monitor each year. This new automation will also track the mandatory Ethic Training requirements for various authority members and elected officials without the need for additional staff.

The recent decline in the housing market statewide will undoubtedly have an impact on assessment appeal filings. We will work closely with other property tax administration departments to insure appropriate staffing levels and assessment appeals board members and hearings are in place to handle any significant increase.

A significant challenge will be sustaining the current level of funding. With the elimination of AB 589 Property Tax Administration Grant funds previously received, the COB will require budget augmentations to continue its mandatory services.

II. MISSION & GOALS

Mission Statement

The COB's Mission Statement reflects our commitment to providing the highest level of service possible to the Board, officials and citizens we serve:

“The mission of the Clerk of the Board of Supervisors is to provide the County and its citizens easy access to information and guidance to facilitate fair, equitable and open participation in the decision and policy making of Orange County government.”

Goals

Facilitate the decision and policy making of Orange County government

Ensure the assessment appeals process is fair, timely and equitable; and promote public understanding of the process

Ensure records are maintained, legislative history of the County is preserved and documents are readily available to our clients

Key Outcome Indicator Reporting

* The COB continues to measure its Key Outcome Indicators in Calendar Years.

Performance Measure	2005 Results	2006 Results	2007 Plan	How are we doing??
<p>PERCENT OF ACCURATE AGENDA TITLES What: Measurement of COB’s accuracy and training. Why: This measurement assesses the COB’s quality and accuracy in preparing the agenda in compliance with Brown Act requirements, and identifies areas and issues that require training for staff in COB and agencies/departments.</p>	COB 99.4%	99.2%	99.25%	COB rate continues to remain high
<p>PERCENT OF ACCURATELY COMPLETED AND TIMELY FILED ASSESSMENT APPEALS APPLICATIONS What: Indicator of taxpayers’ and agents’ understanding of applications and process. Why: This measurement assesses the success of the COB’s training and outreach efforts to the public and tax agents.</p>	87.5%	79% (in progress)	88%	The State mandated form can be confusing to taxpayers. Marketed use of our online AAB e-file and continued outreach will improve these statistics.

Performance Measure	2005 Results	2006 Results	2007 Plan	How are we doing??
<p>PERCENT OF ASSESSMENT APPEAL CLAIMS DECIDED OR WAIVED WITHIN TWO-YEAR DEADLINE</p> <p>What: Indicator of success managing caseload to ensure required actions are taken before legal deadline.</p> <p>Why: This measurement assesses whether the COB’s current policies and procedures and staffing levels result in processing all appeals within the statutory deadline.</p>	99.7% (still in progress)	Target is 100%. Statistics not yet available.	100%	Meeting anticipated goal due to quality tracking of database information and appeals.
<p>PERCENT OF ASSESSMENT APPEALS HEARINGS HELD OR SCHEDULED WITHIN ONE YEAR OF FILING</p> <p>What: Indicator of efficiency in processing and scheduling appeals.</p> <p>Why: This measures the COB’s success in meeting its customer service goal and guidance of 2nd year protective filing.</p>	98.8%	100%	95%	With anticipated increased filings, COB will have some difficulties in providing this level of service
<p>RESULTS OF CUSTOMER SATISFACTION SURVEYS (COB DEPARTMENT AND ASSESSMENT APPEALS OUTREACH)</p> <p>What: Measurement of success in meeting clients’ needs.</p> <p>Why: The results assess the COB’s success in meeting the needs of its customers in a professional and courteous manner.</p>	95% – 100%	93% – 100%	97%	Overall COB has received favorable ratings from 93 – 100% of respondents over past 2 years.

In addition, the COB encourages the promotion of personal and professional growth of our staff.

We will continue to conduct and implement new ways to help build department cohesiveness by many of the strategies listed below:

- Development of Department Succession Plan.
- Encourage career development opportunities/higher education.
- Conduct annual off-site and quarterly meetings for all COB staff.
- Work with corporate HR to ensure appropriate employee classifications.

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Search for a central location for Assessment Appeals staff/all staff.
Provide support and training to supervisors and staff for Performance Incentive Plan and Management Appraisal Plan and support staff who are involved as Performance Incentive Plan trainers, Labor Management Committee members and PIP mediators.
Employee Recognition Program (Shining Star, TEAM Award, etc.).
Sharing of computer-related information with staff through email tips, newsletters and training sessions.
Maintain and enhance departmental policies and procedures desk manual.

III. OPERATIONAL PLANS

Overview

The focus of the COB's 2007 Business Plan, and for the next 5 years, is in continuing implementation of new and existing multi-year automation projects and in exploring options for greater public access through web-enabled automation. These improvements will ultimately result in streamlined and more efficient processes and more timely service to our clients, as well as enhanced public access and research capabilities.

One major automation project this year will be to complete the final phase of the e-Agenda project. This phase includes long-term storage and retrieval of agenda documents, dating back to January 1999, from any PC within the County. This effort will enhance countywide accessibility to Board of Supervisors (BOS) meeting records from the convenience of their PC.

The general public continues to have timely access to Board of Supervisors agendas, minutes, related agenda item documents, online commenting and audio access to past Board meetings. This year "live" streaming video of Board Hearings will be added as a newly enhanced online option.

In 2006 COB undertook a new responsibility – the implementation and monitoring of AB 1234 Ethics Training. The COB tracks all Form 700 filers and elected officials that are required to take the new State mandated ethics training. The training must be completed within 30 days of appointment and must be repeated before December in every even numbered year. COB will send out reminders to contact persons regarding the required training. Contact persons will advise their individual/membership of the training requirements.

Another exciting project is development of a new Orange County Assessment Tax System (ATS), which has been identified as a Strategic Priority for the County. The current system, which was developed over multiple phases from 1987 through 1999, does not adapt well to the change in business needs and is written in an obsolete language. As E-Commerce becomes a standard part of business operation, the ATS community (which includes the Assessor, Auditor-Controller, Tax Collector, and COB) has a need for more current technology and rapid

development of software to support mandatory business operations and statutory changes. 2004 was the first year of this multi-phased, multi-year development project. The COB will be analyzing and documenting business requirements for this year's endeavor.

Another major project within the office is the continued promotion of enhanced e-filing of assessment appeals applications. This tool provides greater public access to services, ensures accurate and complete form preparation and minimizes possible data entry errors. It expedites the period of time from filing to hearing and ultimate finalization of the application. Letters are automatically generated and sent via email, resulting in a cost savings for the County in reduced paper and postage. In 2006, COB enrolled two additional tax agencies that are large assessment appeals filers each year. In September 2006, the COB visited Santa Clara County which resulted in the sale of the e-file program. This sale will assist in the ability to fund future program updates.

As a cost savings whenever feasible, we will continue to collapse and combine assessment appeals hearings and hearing officer sessions thus decreasing the Board Member and Hearing Officer stipend costs. This savings will help defer the increased hearing costs, in light of our current decline in housing values and resulting increase in appeals.

With the enactment of SB555, the Board of Supervisors adopted a resolution making the Hearing Officer's decision the final administrative decision, eliminating the ministerial ratification by a full Assessment Appeals Board. This practice will reduce the hearing time to applicants and expand the County's processing time to meet the mandatory two year hearing deadline should there be an influx of residential appeals filed due to the current declining housing market.

We will continue our efforts with the property tax administration departments in the database conversion project and visionary plan to provide a higher level of seamless 24/7 services to Orange County residents. The COB will, through educational outreach efforts, continue its successful taxpayer workshops that focus on evidence preparation for their hearing; participate in the Annual Small Business Tax Workshop; and work with the State Board of Equalization to ensure quality mandated training for new Assessment Appeals Board members and development of regulations that compliment Orange County's process.

Due to automation, our current staffing level is currently adequate to meet current workloads. However, a result of automation has been a change in the skill

requirements and job duties for our staff. Many jobs are now less focused on manual processing of documents and more focused on providing policy and procedure guidance and higher-level review for quality control. It is imperative that our positions are continually evaluated and appropriately classified to meet the COB's future business needs by recruiting and retaining qualified employees.

Clients

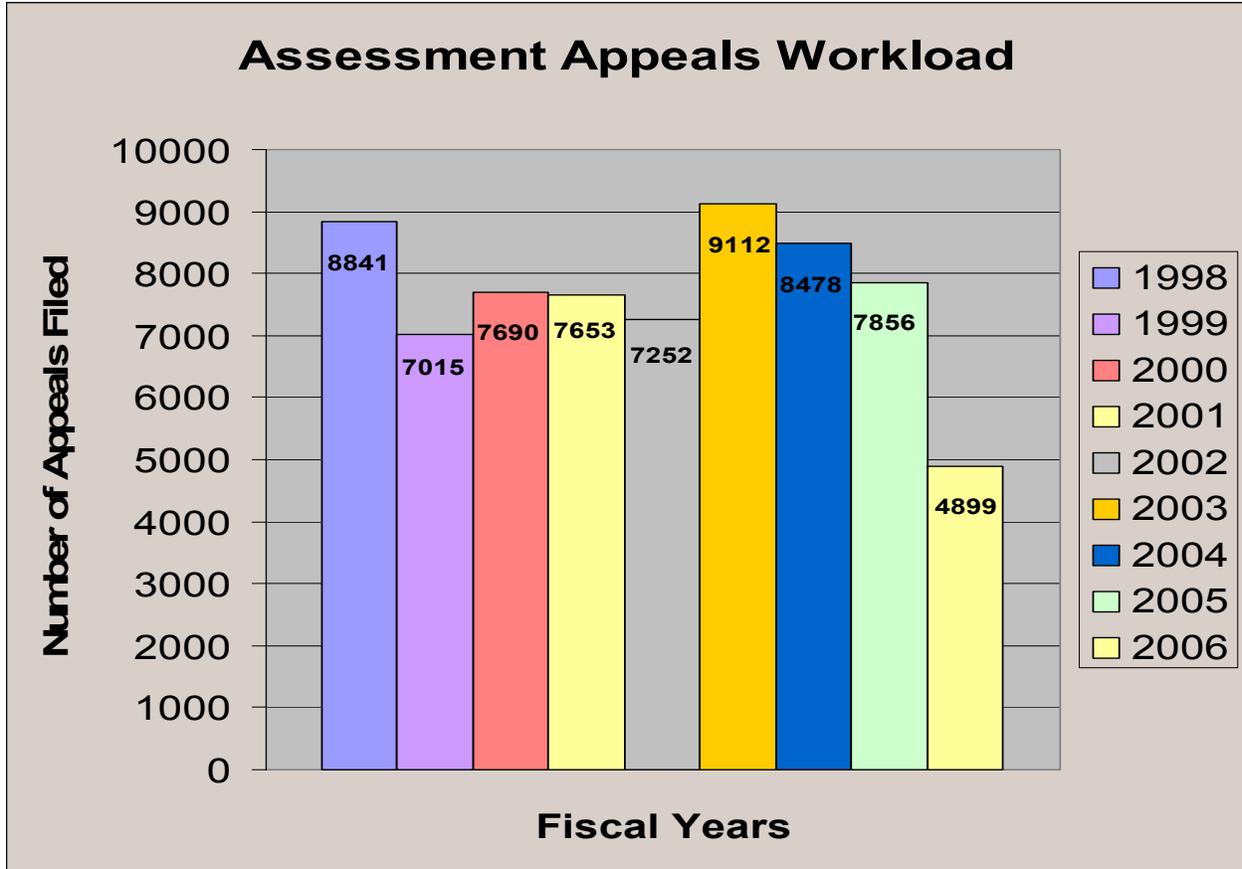
The clients of the COB are the Board of Supervisors, Assessment Appeals Board Members, the County Executive Office, County Agencies/Departments, taxpayers and their representatives, cities and special districts, the State Board of Equalization, the public and the media. The highest priority needs of these clients are to have timely, accurate and user-friendly access to information and services. Streamlined and easily understood procedures for the various filings submitted to the COB are also a high priority to clients.

Challenges

As a small department, COB is dependent on outside vendors for development and maintenance of many automation products (i.e. e-Agenda and e-File assessment appeal). Our Information Systems division will continue to work closely with our outside vendors to ensure timely completion and accurate implementation of automation projects and with our users to ensure enhancements meet their needs.

The COB continues to take a proactive role in ensuring Orange County's interests are included/protected in any State legislation related to our office, as well as ensuring continued appropriate designation between County Clerk and Clerk of the Board in existing statutes and pending legislation for clarity.

The Assessor and the COB continue to watch the housing market carefully in an attempt to project future assessment appeal workloads. We have experienced a moderate increase in filings over the past two years. The COB continues to utilize enhanced automation and public outreach to streamline the appeals process. Minor increases have been handled within the department's existing resources. However, increases in Audit Escape filings, which are of a more complicated nature, often require multi-day pre-conference hearings to resolve legal issues prior to the commencement of their valuation hearings.



Additionally, the current statewide decline in residential housing values could significantly impact COB workload and require additional resources. The use of State Grant Monies (AB 589) has allowed the funding of two positions to handle the current workload over the past two years. These funds have been suspended by the State beginning in FY 06-07. Unfortunately, no new funding replacement opportunities are known. The COB will require budget augmentations to maintain its current critical staffing levels. With continued automation efforts, we are positioned to handle a significant increase in workload with minimal disruption and increase in staffing.

AB 589 State grant funds were also able to fund one fulltime attorney position. This position has provided greater and consistent legal advice during the Assessment Appeals process. This highly regulated area of law is ever changing; thus, a higher level of training and counsel guidance for Assessment Appeals Board Members and Hearing Officers is necessary. The types of appeals filed today are significantly more complex and require longer hearing times and a greater level of expertise to ensure appropriate judgment and appraisal techniques are used to arrive at the correct value of property. Without this higher level of

service, the County's property tax roll could be in jeopardy and appeal decisions subject to increased litigation.

We will continue to work closely with the Property Tax Administration departments to monitor the economic and legislative influences to ensure appropriate department resources are provided to this program.

We continue to search for a central location for all COB to include the Assessment Appeals staff and hearing function. Although the COB is one of the smallest County departments, our offices are currently located in two separate buildings and three separate locations. It hampers the ability to provide management oversight, fully utilize staffing opportunities at peak workload periods, and weakens cross-training opportunities in a highly regulated program. Additionally, existing office sizes are smaller than standard and there is limited space for public review and research of records.

The main challenge is in continuing to provide Orange County citizens with current mandated services in this time of diminishing countywide resources and loss of AB 589 and SB 90 funding.

Resources

COB funding also includes recovery of Property Tax Administration funds, which appropriates the pro-rata share of the appeals cost to the agencies receiving property tax funds. The County however does not recover the State's portion of about 60%. We will continue, along with the Assessor, Treasurer-Tax Collector, and Auditor-Controller to pursue State grant funds in the coming years.

Our goals and objectives provide the focus and direction of our office. Specific goals for this fiscal year, upcoming fiscal year (2007-08) and those for the future are listed below. Those that are long term goals to be completed over the next five fiscal years are so noted.

Goals

GOAL – Facilitate the decision and policy making of Orange County government.

Strategy – Automation

1. Enterprise research and retrieval of agenda documents, January 1999 – current.

2. Develop Agenda Staff Report (ASR) for Board Offices so Board Offices can utilize automation for filing of their agenda items.
3. Develop in support of recently adopted Board sponsored legislation, system for submission and tracking of County Conflict of Interest (COI) form 700s (Phase I COI e-file); COI code amendments, and tracking of mandatory Ethic Training requirements.
4. Boards, Commissions and Committees (BCC) upgrade and availability on the internet to encourage participation and membership on various BCCs. Online capability will assist in ensuring quality appointments and that vacancies remain at a minimum.
5. Convert all Access internal tracking system to SQL. Work with County Counsel and Risk Management to develop shared tracking system of claims against the County and paperless distribution of documents.

Strategy – Training

1. Work with newly elected Supervisors on use of online Board of Supervisors' Office Services Manual for utilization of County services provided by COB.
2. Develop and implement online training for CAMS users.

Strategy – Legislative

1. Continue review of new legislation and statutes to ensure clarity when referring to “clerk” – Clerk of the Board, County Clerk, Clerk of the Court or Registrar.
2. Continue to participate in monitoring legislation which impacts the operations of the COB or mandate activities that are not paid for by the State.
3. Assist in successful adoption of County sponsored legislation.

Strategy – Administration

1. Continue to support and participate in professional organizations to maximize coordination, networking and “best practices/cost saving ideas,” and mentoring/succession planning.
2. Provide Notary services for Hall of Administration and its clients.
3. Investigate possibility of providing Passport services for Hall of Administration and its clients.
4. Provide Clerk support services for Departments/Agencies requesting COB services.

Outcome Indicators	2005 Results	2006 Results	2007 Plan	How are we doing??
<p>PERCENT OF ACCURATE AGENDA TITLES</p> <p>What: Measurement of COB's accuracy and training.</p> <p>Why: This measurement assesses the COB's quality and accuracy in preparing the agenda in compliance with Brown Act requirements and identifies areas and issues that require training for staff in COB and agencies/departments.</p>	COB 99.4%	99.2%	99.25%	COB accuracy rate continues to remain high

GOAL – Ensure the assessment appeals process is fair, timely and equitable; and promote public understanding of the process.

Strategy – Automation

1. Continue enhancements to existing Assessment Appeals systems to ensure consistency with statutes, streamlined processes and management tools and reports.
2. Continue to participate in implementing a long-term vision utilizing benefits of E-Commerce (long term goal) with other Property Tax Administration departments.
3. Continue to participate in the ATS conversion/development project to ensure that existing automation is converted from current software language to other more current and flexible development language.
4. Continue to promote e-File as the County's filing choice for assessment appeals filers (long term goal).
5. Explore non-paper options for Assessment Appeals Board (AAB) members and staff to view filed documents during the hearing and to electronically process minutes.

Strategy – Administration

1. Continue to post calendars, new legislation and updates and other relative information to Assessment Appeals Board and Hearing Officers (AAB) website and promote and encourage its use as a useful and valuable tool among the members.
2. Explore electronic communications between AAB and hearing clerk during hearing.
3. Enhance ability to scan docs as we receive/input them.

4. Upgrade copier machine for Intake that will allow copying more than 1 job.
5. Upgrade printer for Intake for faster printing options.
6. Enhance AAB Member hearing Worksheets – to provide greater, more accurate up-to-date information.
7. Provide batch printing of various hearing documents.
8. Amplification of AAB hearing audio to ensure clear audio record and clarity of hearing participants for all 3 hearing rooms. Amplify microphones in the board room so applicant/agent can hear the board members or taxpayers in the audience and provide better audio record (critical need).
9. Have a computer/laptop for clerk's station in each hearing room. (Also include a lock for each PC so it can stay in the hearing room). This will enhance the ability for easy access for clerk to insert motions or pull up documents needed for AAB members (long term goal).

Strategy – Training

1. Continue inter-departmental training with Property Tax Administration departments.
2. Continue to participate in Public Interface meetings with Property Tax Administration departments.
3. Continue to provide training sessions to Orange County Property Tax Agents/Attorneys to ensure awareness of new laws, rules and procedures affecting the assessment appeals process.
4. Continue to provide training sessions to the Assessment Appeals Board, Hearing Officers and staff to ensure awareness of pending litigation, new laws, rules and procedures affecting the assessment appeals process.

Strategy – Public Outreach

1. Implement the Property Tax Administration vision to increase availability of services and information online in a user friendly consolidated area (long term goal).
2. Phase III of Data Entry System for Assessment Appeals. Promote, update and enhance the Assessment Appeals online and E-file application to attract greater use of it by applicants and agents.
3. Continue public education through targeted workshops on assessment appeals process and hearing preparation.

4. Continue to provide updated Assessment Appeals Board rules and procedures, pamphlets, general information brochures, instructions, forms with instructions, etc. on the Internet and at County libraries.
5. Convert existing data to online e-file profiles of agents with large filings to promote future use.

Strategy – Legislative

1. Continue to monitor and implement State Board of Equalization legislative changes and administrative rule changes.
2. Continue to serve on statewide legislative committees to actively develop, review and participate in legislation affecting the COB operations and to ensure Orange County interests are protected.

Performance Measure	2005 Results	2006 Results	2007 Plan	How are we doing??
<p>PERCENT OF ACCURATELY COMPLETED AND TIMELY FILED ASSESSMENT APPEALS APPLICATIONS</p> <p>What: Indicator of taxpayers’ and agents’ understanding of applications and process.</p> <p>Why: This measurement assesses the success of the COB’s training and outreach efforts to the public and tax agents.</p>	87.5%	79% (in progress)	88%	The State mandated form can be confusing to taxpayers. Marketed use of our online AAB e-file and continued outreach will improve these statistics.

<p>PERCENT OF ASSESSMENT APPEAL CLAIMS DECIDED OR WAIVED WITHIN TWO-YEAR DEADLINE</p> <p>What: Indicator of success managing caseload to ensure required actions are taken before legal deadline.</p> <p>Why: This measurement assesses whether the COB’s current policies and procedures and staffing levels result in processing all appeals within the statutory deadline.</p>	99.7% (still in progress)	Target is 100% Statistics not yet available.	100%	Meeting anticipated goal due to quality tracking of database information and appeals.
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Performance Measure	2005 Results	2006 Results	2007 Plan	How are we doing??
<p>PERCENT OF ASSESSMENT APPEALS HEARING HELD OR SCHEDULED WITHIN ONE YEAR OF FILING</p> <p>What: Indicator of efficiency in processing and scheduling appeals.</p> <p>Why: This measures the COB’s success in meeting its customer service goal.</p>	98.8%	100%	95%	With anticipated increased filings, COB will have some difficulties in providing this level of service
<p>RESULTS OF CUSTOMER SATISFACTION SURVEY (ASSESSMENT APPEALS OUTREACH)</p> <p>What: Measurement of success in meeting clients’ needs.</p> <p>Why: The results assess the COB’s success in meeting the needs of its customers in a professional and courteous manner.</p>	<u>Community Outreach</u> (taxpayers) 95%	<u>Community Outreach</u> (taxpayers) 93%	97%	Overall COB has received favorable ratings from 93 – 95% of respondents over past 2 years.

GOAL: Ensure records are maintained, legislative history of the County is preserved and documents are readily available to our clients.

Strategy – Information

1. Preserve documents. Conversion of paper to electronic media for ease of access and file integrity. Conversion of historical paper records to imaged documents with retrieval capabilities (multi-year goal).
2. Convert microfilm to electronic media for ease of access and file integrity.
3. Continue to keep Department desk procedures manual up to date.
4. Clean-up COB computer shared area folder by placing all COB forms and procedures into automated system (RoboHelp) for easier access for all COB staff (long term goal).
5. Automate other forms used by multiple departments/agencies, i.e. mileage claim form, etc. (long term goal).
6. Continue cross training COB Information Systems staff members in all Department automated systems.

7. Cold Storage conversion from ATS into OnBase.
8. Continue to work on getting old document information automated (including COBIS books), so it can be accessed by anyone.

Strategy – Administration

1. Continue to study and develop alternative solutions to quickly implement COB operations in the case of disaster to avoid customer service disruption.
2. Continue to work on basement project: sort and purge documents; send records to offsite storage; maintain records of documents destroyed; and attempt to get all records into file cabinets or organized on shelves, rather than stacked on pallets.

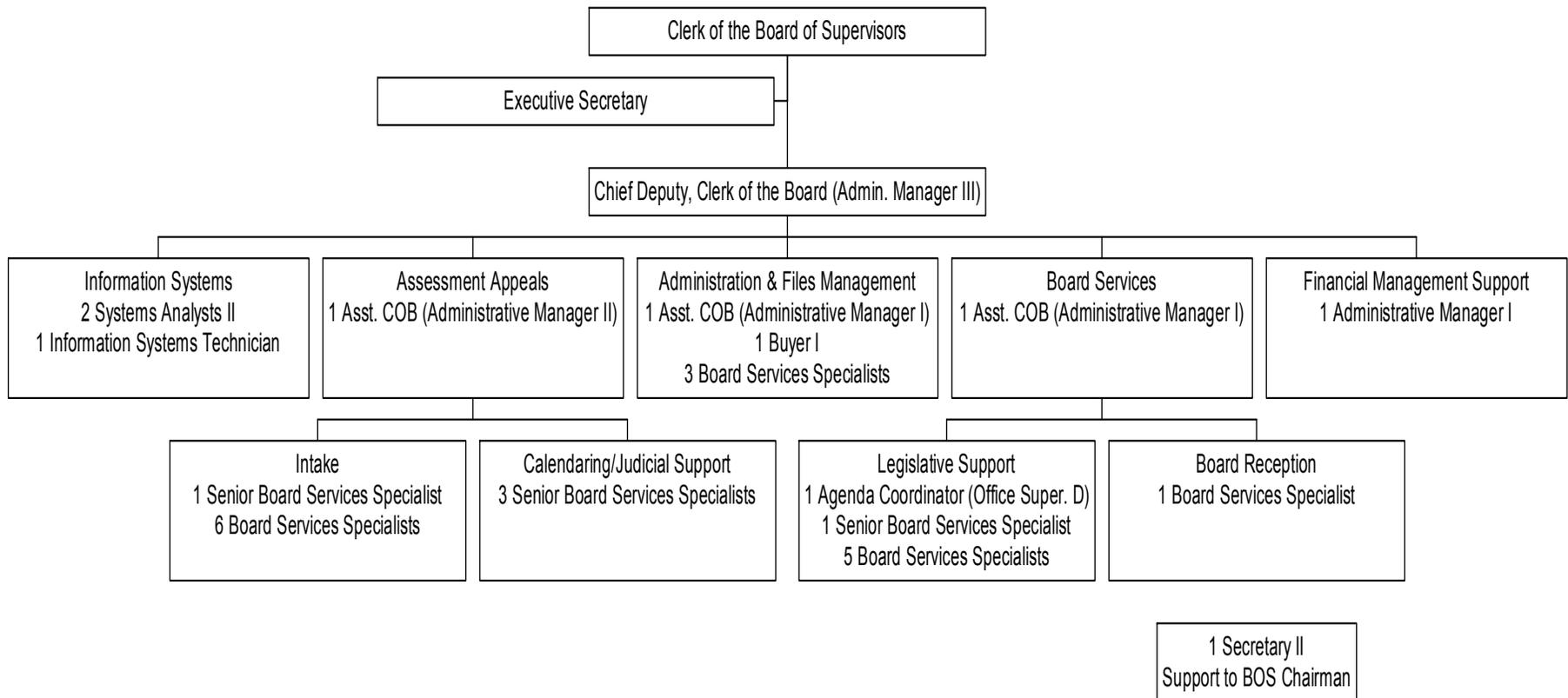
Performance Measure	2005 Results	2006 Results	2007 Plan	How are we doing??
RESULTS OF CUSTOMER SATISFACTION SURVEY (ALL COB DEPARTMENT) What: Measurement of success in meeting clients' needs Why: The results assess the COB's success in meeting the needs of its customers in a professional and courteous manner.	<u>All COB</u> 100%	<u>All COB</u> 100%	100%	COB has received favorable ratings from 100% of respondents.

IV. APPENDICES

- I. Organization Chart
- II. Management Team
- III. Business Plan Team
- IV. Fiscal Years 2005 – 2007 Accomplishments

Organization Chart

I. Clerk of the Board Organization Chart 2007



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II. Management Team

Clerk of the Board

Responsibilities: Oversees all divisions within the COB department; provides leadership, vision and direction in all department functions; participates in statewide legislative activities; conducts Assessment Appeals Board Members' training and community education and outreach; clerks Board of Supervisor meetings.

Chief Deputy, Clerk of the Board

Responsibilities: Direct Supervisor to division Managers and Supervisors; prepares and monitors the annual department budget; Human Resources Manager; oversees administration functions; assists Clerk of the Board at Board of Supervisor meetings and serves as Clerk in her absence.

Board Services Manager

Responsibilities: All Board of Supervisor agendas are prepared and published in accordance with legal requirements; records actions taken by the Board; maintains official rosters of County Boards, Commissions and Committees; processes legal publications, postings and notices; receives and administers bid openings for County projects; serves as filing officer and maintains Statement of Economic Interests and mandated Ethics Training; and receives and processes claims, summons and complaints against the County.

Assessment Appeals Manager

Responsibilities: Receives and processes assessment appeal applications; schedules hearings in accordance with legal requirements; prepares minutes and processes actions of the Appeals Boards and Hearing Officers; provides for the assistance and education on the assessment appeals process to the public and professional groups.

Files Management/Administration Manager

Responsibilities: Management of all records the COB is required to maintain; assistance to County staff and public with research and retrieval information; performance of purchasing, petty cash and payroll functions for COB and Board of Supervisors' Offices.

Information Systems Team

Responsibilities: Technical knowledge and coordination in development and implementation of automation projects and provides Countywide user trainings; provision of end-user systems support services for COB staff.

Administrative Manager (Financial Management Support)

Responsibilities: Business Plan and Strategic Financial Plan coordination; collection of statistics for COB outcome measurements; compiles annual Senate Bill 90 State reimbursement claims; Internal Audit duties; maintains COB procedures manual; clerks and provides administrative support to other Board created and state mandated commissions/committees.

III. Business Plan Team

Jamie Ross – Business Plan coordinator

Darlene Bloom – provides input

Susan Novak – provides input

Pat Martinez – provides input

Hieu Nguyen – provides input

Robin Stieler – provides input

Bill Bauer – provides input; cover page designer

Van Au – provides input

IV. Fiscal Years 2005 - 2007 Accomplishments

Facilitate the decision and policy making of Orange County government

Strategy – Automation

1. Provide countywide access to agenda documents and historical data (OnBase). Coordinate with CIO in the development and implementation of an enterprise onbase data collection area where there is countywide access to Board agenda documents.
Ongoing; Project modified – working with SouthTech Systems to create a web-based e-agenda search. February 2007 in final testing stages. Presented to Enterprise Data Center (EDC) for live production installation.
2. Look into automated system for submission and tracking of Conflict of Interest (COI) forms (long term, budget permitting).
Ongoing. Currently working on requirements. Plan for deployment in 1/07 for Conflict of Interest only if funding is available. Disclosure Docs has been installed and data conversion has been completed. E-Disclosure is being proposed for implementation in 2008.
3. Provide Boards, Commissions & Committees (BCC) automation online for access by general public (long term goal).
Submitted a request for cost. Dependent on budget constraints.
4. Finish Comprehensive Agenda Management System (CAMS) – all enhancements on current contract; Develop Agenda Staff Report (ASR) for Board Offices; and have CAMS OnBase online and accessible to Departments.
Ongoing. Current CAMS enhancements are up to date. Work to begin on BOS ASR construction and testing.
5. Implement Agenda Works (AW) OnBase software.
Ongoing. Contract with SouthTech Systems to design, develop and test web-based e-Agenda Search off of the Microsoft.NET platform. February 2007 in final testing stages. Presented to EDC for live production installation.

Strategy – Training

1. Update office services manual bi-annually to provide information to Board Offices on office services provided by COB.
Completed January 2006. Continue to use software for savings in printing costs. Updated annually due to the savings in costs by automation. Will be printing hard copies in 2007 due to 3 new Supervisors assuming office.
2. Utilize software to input CAMS procedures.
On hold.
3. Conduct Conflict of Interest workshop for restructuring of County code and new exhibit requirements.
Workshop held 7/20/06 for all County BCCs and local agencies.
4. Conduct ASR Nuts to Bolts Workshop for Dana Point Harbor Department.
Workshop held 9/26/06.
5. Conduct workshop on “How to Clerk a Meeting” for various Departments/Agencies and BCCs to ensure all BCCs comply with Brown Act, Maddy Act and COI statutes.
Completed 10/06. Need to modify presentation for Assessment Appeals (AA) hearings to provide training for hearing clerks.

Strategy – Legislative

1. Continue to clean up existing statutes that refer to “clerk” to define appropriate authority, e.g. Clerk of the Board, County Clerk, Clerk of the Court or Registrar.
Ongoing.
2. Participate in monitoring legislation, which impacts the operations of the COB or mandate activities that are not paid for by the State.
Ongoing.

Strategy – Administration

1. Support and participate in professional organizations to maximize coordination, networking and “best practices/cost saving ideas.”
Ongoing.
2. Update County COI, listing BCCs created by BOS and other authorities under the jurisdiction of the BOS as separate exhibits within the County code.
Board of Supervisors approved item on 6/27/06.

3. Provide Notary services for Hall of Administration (HOA) and its clients
On hold.
4. Provide passport services for HOA and its clients
On hold.
5. Provide Clerk support services for Department/Agencies requesting COB services
Memo regarding clerk services distributed to all County agencies and BCC Contact Persons on 3/2/06, along with estimated cost of services. Executive team for the Children's Trust Fund Commission has approved the use of our services and will contact us when ready to use our services.

Ensure the assessment appeals process is fair, timely and equitable; and promote public understanding of the process

Strategy – Automation

1. Continue enhancements to existing Assessment Appeals systems to ensure consistency with statutes, streamlined processes and needed management tools and reports.
Ongoing. 7/06 – Completed small enhancements to reflect the new form, help and facts validation. 10/06 – updated logic for error report.
2. Continue to participate with other Property Tax Administration departments in implementing a long-term vision utilizing benefits of E-Commerce.
On hold.
3. Continue to participate in the Assessment Tax System (ATS) conversion/development project to ensure that existing automation is converted from current software language to other more current and flexible development language (State grant funds).
Ongoing. Meeting with contractor every 2 weeks to talk about existing Assessment Appeals (AA) and the new AA. Joint Application Review (JAR) sessions began in July. Currently reviewing Claim for Refund process model and application review. Received AA process model on 10/6/06 for review.
4. Enhance and promote E-File as the County's filing choice for assessment appeals filers.
Enrolled 2 more large filer agents. Sept. 2006, visit to Santa Clara County resulted in the sale of e-file program. 10/1/06 met with Irvine Co. to visit their office and train staff.

Strategy – Administration

1. Continue to post calendars, new legislation and updates and other relative information to AAB and HO website and promote and encourage its use as a useful and valuable tool.

Continue to post AAB schedules online. 10/10/06 added mandatory ethics training link.

Strategy – Training

1. Continue inter-departmental training with Property Tax Administration departments.

Meeting in 2/06.

2. Continue to participate in Public Interface meetings with Property Tax Administration departments.

Meeting in 2/06.

3. Continue to provide training sessions with Orange County Property Tax Agents to ensure awareness of new laws, rules and processes affecting the assessment appeals process.

Held in July 2006.

4. Continue to provide AAB Members and staff training through bi-weekly meetings to ensure awareness of new laws, rules and procedures affecting the assessment appeals process.

Meetings held 6/2/06 and 11/3/06 (included ethics training).

Strategy – Public Outreach

1. Implement the Property Tax Administration (PTA) vision to increase availability of services and information on line (long-term goal).

Ongoing.

2. Phase III of Data Entry System (DES) for Assessment Appeals. Promote, update and enhance Assessment Appeals online and e-file application to attract greater use of it by applicants and agents.

1/06 – enhanced search engine in DES to allow search results for online filers only. 7/06 – completed enhancements to reflect the new form, update help and facts validation. 10/06 – updated copy feature.

3. Continue public education through targeted workshops on assessment appeals process and hearing preparation.

Ongoing. Workshops held every other month beginning in January 2006.

4. Continue to provide updated Assessment Appeals Board rules and procedures, pamphlets, general information brochures, instructions, forms with instructions, etc. on the internet and at County libraries.

Ongoing. 5/06 – AA instructions revised to reflect new form and refine instructions.

5. Convert existing data to online e-file for agents with large filings to promote future use.

Services continue to be available upon request by agent.

Strategy – Legislative

1. Continue to monitor and implement State Board of Equalization legislative changes and administrative rule changes.

Ongoing. Participate in interested parties meetings with State Board of Equalization staff, Assessors, County Counsels, Clerks of the Board and taxpayer groups statewide.

2. Continue to serve on statewide legislative committees to actively develop, review and participate in legislation affecting the COB operations and to ensure Orange County interests are protected.

Ongoing. Continue to serve on California Association of Clerks and Elected Officials Legislative Committee, which is very active in legislative issues and in working with the State Board of Equalization.

Ensure records are maintained, legislative history of the County is preserved and documents are readily available to our clients

Strategy – Information

1. Preserve documents. Conversion of paper to electronic media for ease of access.

Ongoing.

2. Continue to keep Department desk procedures manual up to date.

Ongoing. Completed reorganization and update of Board Services section in 4/06. Completed Files Management updates in 10/06. Updating AA procedures. Updated procedures are input when received. Will also use information gathered during JAR sessions (includes current processes and procedures) in AA procedure manual.

3. Clean up Department computer shared area folder by placing all forms and procedures into automated system (RoboHelp) for easier access for all staff (long term goal).
Ongoing. Forms are input into RoboHelp when requested by a Division Manager.
4. Automate other forms used by multiple departments/agencies (long term goal)
Uploading forms into RoboHelp as available.
5. Cross train COB IS staff members in all department automated systems.
Ongoing.
6. Cold Storage Conversion from ATS into OnBase.
Completed 3/06.
7. Start using Information Request database. Utilize scanning to preserve the images and reduce paper.
Completed 8/06.
8. Begin to work on getting old document information automated (including COBIS books) so it can be accessed by anyone.
Data entry of the listings of old records at County Records Center in progress. One book completed and ready for review. (There are 3 books + folders with additional backup information).

Strategy – Administration

1. Continue to study and develop alternative solutions to quickly implement COB operations in the case of disaster to avoid customer service disruption.
Initial risk analysis provided to CEO.
2. Continue to work on basement project: sort and purge documents; send records to offsite storage; maintain records of documents destroyed; and attempt to get all records into file cabinets or organized on shelves, rather than stacked on pallets.
Ongoing.