



**Dena M. Smith**  
Clerk of the Board of Supervisors

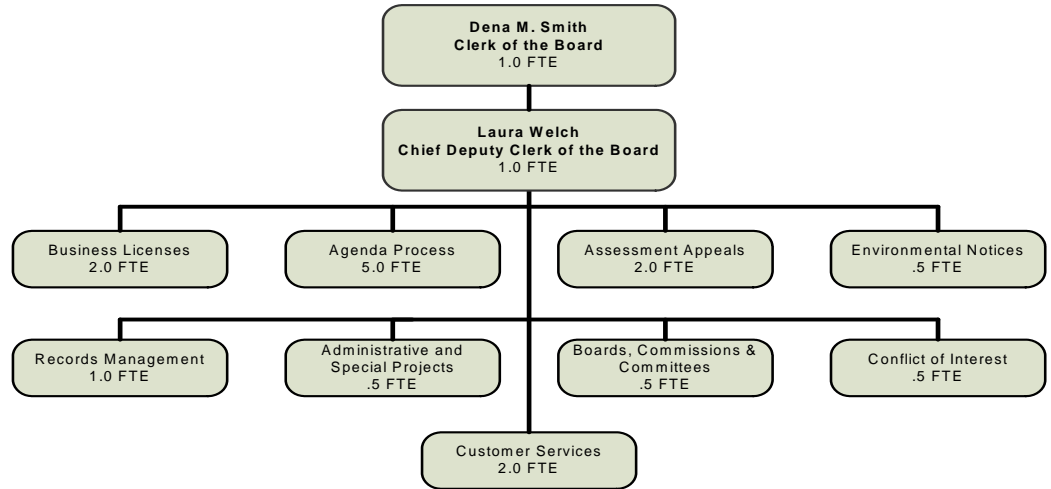
**Mission Statement**  
In support of the County Board of Supervisors, and in service to the public and fellow county staff, the Clerk of the Board of Supervisors: prepares and maintains records of actions taken by the Board of Supervisors; oversees membership of the county's boards, commissions, and committees; licenses businesses operating in the county unincorporated areas; and facilitates the filing and hearing of appeals of assessed property valuations. Our service priorities are timeliness and accuracy. Our service commitments are courtesy and respect.

**GOALS**

- IMPLEMENT TECHNOLOGY IMPROVEMENTS TO INCREASE OPERATIONAL EFFICIENCY AND IMPROVE PUBLIC ACCESS TO INFORMATION
- IMPROVE BUSINESS LICENSE PROCESSES AND PROCEDURES TO ENSURE HIGH QUALITY SERVICE AND COMPLIANCE WITH ORDINANCES

## CLERK OF THE BOARD OF SUPERVISORS

### ORGANIZATIONAL CHART



### DESCRIPTION OF MAJOR SERVICES

The Clerk of the Board of Supervisors (COB) provides legislative support services to the Board of Supervisors. The department coordinates, prepares and maintains minutes, ordinances, resolutions, contracts, agreements and other official records and documents related to actions taken by the Board of Supervisors. In addition, the County has more than 200 advisory boards, commissions and committees (BCCs) and the COB maintains records and membership information for the county's BCCs. Responsibilities include Maddy Act posting of vacancies, processing of appointments, and monitoring of state-mandated ethics training for more than 1,000 BCC members.

The COB coordinates the annual filing of financial disclosure documents by designated County officials, employees, board/commission members and school board members in accordance with state law and local conflict of interest codes. The COB works with County departments and local agencies to complete state-mandated reviews of conflict of interest codes.

In accordance with state law and County policy, appeals of assessed property valuation are heard and determined by the County's Assessment Appeals Boards (AAB). The COB provides staff support to the AAB, facilitating the filing, hearing and disposition of thousands of appeals annually.

The County of San Bernardino requires that specified types of businesses operating in the unincorporated areas obtain and maintain a valid county business license. The COB is designated by the Board of Supervisors to receive, review and process business license applications and issue licenses for approved businesses. The COB also: receives, posts and files environmental (CEQA) notices for construction projects in accordance with State Department of Fish & Game requirements; accepts summonses, complaints, planning appeals, requests for tax refunds and Board correspondence; and responds to requests for information and documents from County staff and the public.

### 2008-09 SUMMARY OF BUDGET UNITS

	Appropriation	Revenue	Local Cost	Staffing
<u>General Fund</u>				
Clerk of the Board	1,558,975	126,665	1,432,310	16.0

**GOALS, OBJECTIVES, AND PERFORMANCE MEASURES**

**GOAL 1: IMPLEMENT TECHNOLOGY IMPROVEMENTS TO INCREASE OPERATIONAL EFFICIENCY AND IMPROVE PUBLIC ACCESS TO INFORMATION.**

*Objective A: Reduction in amount of staff time needed to prepare and process the Board of Supervisors agenda and related items.*

*Objective B: Reduction in amount of staff time needed to prepare and process assessment appeals.*

MEASUREMENT	2006-07 Actual	2007-08 Actual	2008-09 Target	2008-09 Estimate	2009-10 Target
1A. Percentage reduction of staff time required to process agenda items. (Baseline is 30 minutes per item in 2006-07.)	N/A	16%	5%	10%	10%
Percentage of agenda items processed and returned to department within 10 work days of the Board meeting.	N/A	75%	85%	95%	95%
Percentage reduction in staff time required to prepare, process, post and revise the agenda and fair statement of proceedings. (Baseline is 24 hours per meeting in 2007-08.)	N/A	N/A	5%	27%	30%
1B. Percentage reduction in staff time required to input and review Assessment Appeal Applications. (Baseline is 10 minutes per application in 2008-09.)	N/A	N/A	N/A	N/A	10%

Status

In 2008-09, the COB implemented the last two major technology systems approved in 2006. The new Board of Supervisors Automated Agenda Management System (AMS) and the new Assessment Appeals Management System (AAS) both went live in July 2008 and enhancements and corrections to both systems have continued throughout the year.

As anticipated, with implementation of the AMS, the department has realized substantial improvements in operating efficiency related to preparation, revision, processing and retrieval of the Board of Supervisors meeting agenda and related documents. Preparation time for the agenda and fair statement documents has well-exceeded expectations and the COB has gained the equivalent of one full work day per meeting (24 hours/meeting in 2007-08; 17.5 hours/meeting in 2008-09.) At the same time, staff time required to process agenda items has increased from 30 minutes/item to 35 minutes/item. This result seemed contrary to the department's observation and, upon further review, it was determined that the reported increase was attributable to sampling error. The COB has altered the sampling method to increase the sample size and variety, and will continue to monitor and report this measure as an indication of operating efficiency.

In addition to the efficiency measures noted above, the new AMS allows for on-line review of the agenda and materials, as well as on-demand printing. As a result, County staff and the public now enjoy the convenience of on-demand access to the agenda and all materials from any internet-capable computer. In addition, the COB no longer produces hard copies of the agenda for distribution to County staff, which results in staff time savings and reduced printing costs.

**2007-08 ACCOMPLISHMENTS**

- ❖ *National Association of Counties (NACo) Award for on-line filing and internet posting of Financial Disclosure (700) Forms*
- ❖ *Implementation of Rental Dwelling Business License Program*
- ❖ *Implementation of Boards, Committees and Commissions System providing public access to membership rosters, applications and vacancy listings*



*Board of Supervisors Meeting*



*Business License Services*



*Researching Agenda Items*

This year, the COB is introducing a new objective and measure related to the handling of Assessment Appeal Applications. With implementation of the new AAS, The COB can capture and monitor efficiency measures within this business line. Late in 2008-09, the COB will release an on-line Assessment Appeals Application form. Applications filed using this method will not require the initial data-entry step of processing, therefore, the more on-line applications received, the greater the potential reduction in processing time per application. The department will work with the Assessor and Treasurer-Tax Collector to aggressively promote the public's use of the on-line form with the goal of having 10-15% of 2009 applications filed on-line.

**GOAL 2: IMPROVE BUSINESS LICENSE PROCESSES AND PROCEDURES TO ENSURE HIGH QUALITY SERVICE AND COMPLIANCE WITH ORDINANCES.**

*Objective A: Improve efficiency of tracking and processing business licenses.*

*Objective B: Establish and maintain updated and accurate business license processes and procedures.*

*Objective C: Improve compliance with business licensing requirements.*

MEASUREMENT	2006-07 Actual	2007-08 Actual	2008-09 Target	2008-09 Estimate	2009-10 Target
2A. Percentage reduction in turnaround time for processing of new business licenses. (Baseline: 6 week turnaround in 2005-06.)	15%	10%	20%	10%	5%
Percentage reduction in turnaround time for processing of renewal business licenses. (Baseline: 4 weeks in 2007-08.)	N/A	N/A	25%	15%	5%
2B. Percentage of business license ordinances reviewed and revised.	N/A	50%	100%	100%	N/A

**Status**

In the past, the business practice for license applications allowed an applicant to submit the application to COB prior to receipt of all required departmental approvals. For renewal applications, this allowed the application to be considered "timely" even though it was incomplete at the time of COB receipt. In 2008-09, the COB changed this practice and now requires that the application be complete (with all required departmental approvals) prior to submission. This change not only represents a more sound business practice, it allows the COB to more accurately monitor processing time for license applications. Although the overall processing time for business license applications has been reduced, the COB has not achieved the reduction levels estimated. One of the contributing factors is increased frequency of repeat testing for massage technicians. Following several incidents of apparent cheating, the examination was reviewed and completely overhauled. As a result, the fail rate for the test has increased from less than 1% to approximately 20%. Applicants who fail the exam must wait several weeks to re-test, resulting in an increase in "processing time." Since this is the COB's highest volume of licenses, these delays have a pronounced effect on performance measures.

In 2008-09, the COB continued with a comprehensive review and update of the County Code sections governing business licensing, with the goal of having all business license ordinances revised and submitted for final County Counsel review by June of 2009. As a result of new legislation, a voluntary state certification process for massage technicians will be implemented in the fall of 2010. This certification will supersede local regulations so our current and proposed ordinances for massage businesses must be considered in this light.

In 2008-09, the COB successfully implemented the first new business license in nearly a decade (Rental Dwellings) using Land Use Services Department's (LUSD) shared database system Permits Plus. Use of the shared database allows LUSD Code Enforcement personnel to have real-time field access to all inspection, citation and license information for rental dwelling properties. More than 400 dwellings have been licensed through the COB's use of Permits Plus.

---

## 2009-10 REQUESTS FOR ADDITIONAL GENERAL FUND FINANCING

The department is not requesting any additional general fund financing for 2009-10.

## 2009-10 PROPOSED FEE ADJUSTMENTS

DESCRIPTION OF FEE REQUEST	SERVICE IMPACTS
The COB will propose fee adjustments for business licenses, as all fees are reviewed on an annual basis to ensure adequate cost recovery.	Through necessary fee adjustments, the department will be able to recover actual costs and maintain current levels of service.

If there are questions about this business plan, please contact Dena M. Smith, Clerk of the Board, at (909) 387-3848.