

# City and County of San Francisco

## OFFICE OF THE CONTROLLER

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**THE OFFICE OF THE COUNTY CLERK:**  
The County Clerk Is Well Managed and Operates  
Efficiently

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Audit Number 01079

August 26, 2002



Edward Harrington  
Controller

Monique Zmuda  
Deputy Controller

August 26, 2002

Audit Number 01079

Ryan Brooks, Director  
Department of Administrative Services  
City Hall, Room 362  
1 Dr. Carlton B. Goodlett Place  
San Francisco, CA 94102

Dear Mr. Brooks:

The Controller's Audits Division presents its report concerning the performance audit of the Office of the County Clerk (County Clerk), a division of the Department of Administrative Services of the City and County of San Francisco.

This report concludes that the County Clerk performs its key functions well, while offering a high level of customer service. Customers are served promptly and efficiently, and public information is easily accessible. The County Clerk's performance measures focus on customer service, and the office appears to be doing well. However, customer service could be improved by expanding online services and accepting payment by credit card. The County Clerk maintains records well, and charges and collects fees that are sufficient to recoup the costs of providing service without exceeding them. Further, its fees are reasonable and comparable to the fees other California counties charge for similar services. The County Clerk has strong controls in place to guide its customer service, records management, and cash handling functions. However, the County Clerk should use data from its queue management system to better measure how quickly it serves customers.

The County Clerk's response is attached to this report. The Controller's Audits Division will work with the County Clerk to follow up on the status of the recommendations made in this report.

Respectfully submitted,

A handwritten signature in black ink, appearing to read "Edward Harrington".

Edward Harrington  
Controller

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## ***EXECUTIVE SUMMARY***

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The Office of the County Clerk (County Clerk) helps customers quickly and efficiently, maintains accurate records, and collects fees that are sufficient to recoup its costs without exceeding them, thereby complying with state law. A division of the City's Department of Administrative Services, the County Clerk issues marriage licenses and declarations of domestic partnerships, and files notary bonds and oaths, fictitious business name statements, environmental impact reports, and other public documents. The County Clerk also performs civil marriage ceremonies and domestic partnership ceremonies at City Hall.

The County Clerk has a budget for eight full-time equivalent positions. The office's budget is included within the Department of Administrative Services. The County Clerk reported in 2002 that its total yearly cost of providing services—including departmental and central services overhead—is \$1.2 million.

### ***The County Clerk Offers Quality Customer Service***

The County Clerk performs its key functions well, while offering a high level of customer service. Customers are served promptly and efficiently. Data from the first half of 2002 show that walk-in customers wait an average of four minutes to be helped. Public information is easily accessible. The County Clerk's performance measures focus on customer service, and the office appears to be doing well in achieving its performance targets. However, customer service could be improved by expanding online services and accepting payment by credit card, as some other California counties do.

### ***The Office Has Sufficient Management Controls***

The County Clerk maintains its records properly, and charges and collects fees that are sufficient to recoup its costs without exceeding them, thereby complying with state law. Further, its fees are reasonable and comparable to the fees other California counties charge for similar services.

The County Clerk has strong controls in place to guide its customer service, records management, and cash handling functions. However, the County Clerk should use data from its queue management system, rather than relying on

estimates of how quickly it serves customers, when it reports performance results.

**Key Recommendations**

To improve its operations, the County Clerk should implement the following recommendations:

- Provide more services via the Internet, including accepting document requests and requests for marriage ceremony appointments.
- Rather than reporting estimated results for its performance measures, use data from its queue management system to report the average time it takes the office to serve its customers at the counter.
- Conduct periodic customer surveys to collect customer satisfaction data that can be compared over time.
- Offer credit card payment options for telephone and online transactions, as do some other California counties.
- Create a short policies and procedures manual that staff can use in carrying out its duties. Update the manual regularly to increase its usefulness.

**Department Response**

The Office of the County Clerk agrees with most of the report's conclusions. The County Clerk's full response is attached to the report.

# INTRODUCTION

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**T**he Office of the County Clerk (County Clerk) is a division of the Department of Administrative Services of the City and County of San Francisco (City). Before the San Francisco Charter (charter) changed in 1996, the County Clerk was part of the Office of the County Clerk-Recorder, and it reported to the City's chief administrative officer. Since July 1997, the City's Recorder function has been part of the Office of the Assessor-Recorder.

Among other services, the County Clerk issues marriage licenses and declarations of domestic partnerships, and files notary bonds and oaths, fictitious business name statements, environmental impact reports, and other public documents. The County Clerk protects personal and property rights by acting as the repository for these documents. The office also performs civil marriage and domestic partnership ceremonies at City Hall. According to its Web site, the County Clerk "fosters efficiency, customer focus and staff development while continuing to perform our mandated services to the public accurately and in a timely manner."

The County Clerk has a budget for eight full-time equivalent positions. The County Clerk reported in 2002 that its total yearly cost of providing services—including \$570,000 in departmental and central services overhead—is \$1.2 million.

## SCOPE AND METHODOLOGY

The purpose of this audit was to assess the management controls and overall performance of the main services of the County Clerk, and to identify areas in which it can improve. This audit was conducted under the mandate of the Controller's Office to conduct performance audits of all city departments.

The audit reviewed the County Clerk's customer service, records management, fee setting and collecting, and management controls by examining current processes and by interviewing the director and some of the staff of the County Clerk. In addition, we surveyed ten peer jurisdictions to identify best practices used by other counties and to compare the practices of San Francisco's County Clerk to those of clerks of other counties.

To evaluate the County Clerk's customer service, we reviewed reports from the office's queue management system, Q-MATIC, which tracks customer waiting and transaction times. We also tested the accessibility of public information, interviewed customers leaving the office, and surveyed peer counties regarding their customer feedback.

To see if the County Clerk properly sets and collects fees, we reviewed the process by which the County Clerk determines its costs for providing services and interviewed representatives from the Controller's Office and the Mayor's Office of Finance, as well as ten peer counties, regarding this process. We also analyzed the County Clerk's cash handling procedures and sampled transaction records to determine whether clerks had charged the correct fees for the services provided.

To determine whether the County Clerk is fulfilling its stated duties, we evaluated the office's management controls—that is, the tools it uses to guide and monitor its operation—including its strategic planning methods, policies and procedures, and performance measurements. We checked to see that records were on file for the required length of time to evaluate the County Clerk's record retention practices, and reviewed office processes to determine whether controls are sufficient to ensure the accuracy of records and documents. Finally, we reviewed an audit of the County Clerk's revolving fund issued by the Controller in December 2001, as well as budgets, policies, reports, and other documents to assess the office's overall functioning.

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## **CHAPTER 1**

### **THE COUNTY CLERK OFFERS QUALITY CUSTOMER SERVICE**

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#### **SUMMARY**

**T**he Office of the County Clerk (County Clerk), performs its key functions well while offering a high level of customer service. Customers are served promptly and efficiently, and public information is easily accessible. The County Clerk's performance measures focus on customer service, and the office appears to be doing well in attaining its performance goals. However, the County Clerk should use its queue management system to measure the promptness of its customer service and report these averages rather than estimates. The office should measure other aspects of its customer service by conducting periodic customer surveys. Finally, customer service could be improved by expanding online services and accepting payment by credit card, as in some other California counties.

#### **CUSTOMER SERVICE IS PROMPT**

Customers come to the County Clerk's office to apply for marriage licenses, file fictitious business name statements, request copies of certain public documents, or to complete a host of other transactions. We found that the County Clerk helps most customers quickly and efficiently.

##### *The County Clerk Tracks Customer Waiting Time*

The County Clerk uses a queue management system called Q-MATIC to track customer waiting and transaction times. The queuing system assigns customers one of two kinds of numbers: one for general transactions, and another for wedding/domestic partner ceremonies that are by appointment. The numbers are displayed and called in the waiting area, and the system notifies the clerks when customers are waiting. Q-MATIC reports show average waiting and transaction times by day, by hour, and by clerk.

According to Q-MATIC reports, the County Clerk assisted 15,118 customers from January 1 – June 14, 2002. During this period, customers were helped within 4 minutes, on average, of entering the office. It took just over 13 minutes for their transactions to be completed once they were helped. Our interviews with a sample of 15 customers leaving the office over a three-day period confirmed the County Clerk's efficiency, with all interviewees reporting that they were greeted by the information



desk staff immediately or almost immediately, and that they waited 10 minutes or less to begin their transactions.

***San Francisco's County Clerk  
Tracks Efficiency Better Than  
Do Clerks of Other Counties***

San Francisco's County Clerk tracks its workload and timeliness more systematically than most of the other California counties we contacted. Of the ten counties we surveyed, only Santa Clara measures its average time for completing specific services. Some of the other counties have done time studies for the purpose of setting fees or justifying staff positions, but they do not have a system of regularly tracking transaction times. Although we could not compare San Francisco's performance with the performance of other counties, the County Clerk's ability to complete entire transactions for customers in an average of 17 minutes (waiting and transaction time) indicates that the office provides fast and efficient service.

According to the County Clerk director, the office emphasizes providing good customer service. Monitoring the length of time it takes for customers to be helped, and how long transactions take to be completed, helps the office maintain good customer service. The County Clerk director says that she tells her employees to treat customers in the office as their top priority. Unfortunately the County Clerk lacks sufficient staff to answer telephone inquiries as quickly as the director would like, given that customers in the office are the priority. Exacerbating this problem is the fact that, as of July 2002, two employees are on reduced duties due to disabilities. The County Clerk does not track the length of time it takes to respond to phone messages or to complete transactions by mail.

***The County Clerk's Customers  
Must Conduct Most  
Transactions in Person***

The County Clerk can fully process only a few types of transactions with customers who do not visit the office, but appears to do so efficiently. In June 2002, the office handled by mail 172 wedding-related transactions (appointments for ceremonies and certified copies of confidential marriage licenses), which represented 27 percent of wedding-related transactions that month. In addition, in April 2002, the office handled 85 fictitious business name transactions (10 percent of the total for that month) and 27 notary public oath and bond filings (25 percent of the total for that month) by mail. Other transactions can be conducted only in person because they require the applicant to show identification or sign a form in the presence of the County Clerk's staff. Although the office does not track the amount of time it takes to perform transactions it handles by mail, the County Clerk director believes that each such transaction takes about the same amount of staff time as does one conducted in person. The only transaction the office can handle over the phone is to receive requests for forms, and there are few such requests, according to the director, because

the most popular forms are available on the County Clerk's Web site. The County Clerk does not track the volume of phone and email requests and messages it receives.

***The County Clerk's  
Performance Measures  
Track Customer Service***

The County Clerk already develops its own performance measures—service outcomes and productivity goals—and, according to the Controller's Office Performance Management group, is on the right track. In fiscal year 2001-02, the County Clerk had one published performance measure: the percentage of in-person service requests at the front counter handled within one hour. The County Clerk expected that 90 percent of such requests would be handled within one hour.

However, while the County Clerk's queue management system, Q-MATIC, has the capacity to track the time it takes to serve each customer, the County Clerk did not use the system to determine whether it was meeting this performance objective. Instead, the director simply estimated that the office met its target.

For the fiscal year 2002-03 budget, the County Clerk provided both output—the numbers of transactions processed or customers served—and outcome measures related to customer service, such as those on promptness. Most performance objectives, or targets, for the service measures were set at higher levels than for the previous year, and the director says she is always aiming at a higher level of service.

The County Clerk measures its performance much more extensively than the peer jurisdictions we surveyed. Of the ten counties we contacted, three counties measure only their output, one measures only timeliness, two intend to use performance measures in the future, and four do not measure their performance at all.

**CUSTOMERS RECEIVE QUALITY SERVICE**

In addition to serving customers promptly, the County Clerk has taken steps to make services easy and efficient for customers to use.

***The County Clerk Provides  
Services in Several Languages***

According to the County Clerk director, staff conduct business in English, Spanish, Mandarin, Cantonese, and Tagalog, the languages customers most often speak. In addition, the office has at times used an employee of the Mayor's Office of Neighborhood Services next door to translate for Russian speakers. A sign language interpreter is available for wedding and domestic partner ceremonies. The office has instruction sheets in languages other than English to help people complete the marriage license application, though no such sheets are available for fictitious

business name applications. The director estimates that only one or two people a year need more language services than the office can provide.

***Volunteers Increase the  
Efficiency of the County Clerk***

The office has 23 people who volunteer to perform wedding ceremonies, which is more efficient than using city employees to do so. According to the County Clerk director, she screens volunteers carefully, interviewing them as she would prospective employees. The director says that she looks for volunteers who are good with people, friendly, speak well, and are non-judgmental. In addition, volunteers must make a commitment of at least a year, and they are responsible for finding a substitute if they cannot attend a scheduled appointment. The director says that, in general, volunteers are extremely responsible and perform ceremonies because they enjoy it. Most volunteers have been with the County Clerk for a long time (the program started in 1993), and the director removes them if she receives two complaints or the volunteer is late twice. We interviewed a couple who had been married by a volunteer, and they had a very positive experience. They said the volunteer was “great” and turned what they expected to be a simple formality into something very special.

***Public Information  
Is Easily Accessible***

Our test of the accessibility of public records showed that customers are easily able to access and use the computer terminals at City Hall. The County Clerk’s terminals provide information about public marriages and fictitious business names. Computers in the Office of the Assessor-Recorder provide information about marriages, fictitious business names, and property taxes. The Office of the Treasurer and Tax Collector’s terminals provide access to fictitious business names. Terminals in every location were available and, with a few minor exceptions, easy to use. In addition, the public can use the Internet to search for fictitious business names at the County Clerk’s Web site.

***Written Complaints  
Are on File***

The County Clerk maintains a file of written complaints from customers for two years, as required by departmental policy. As of July 24, 2002, the file contained seven complaints; however, according to the director, most complaints come through phone calls directly to her, and she deals with them personally and quickly. The County Clerk conducted a customer survey in 1999 for about four months, asking whether customers were greeted promptly, whether information was provided in a clear, courteous manner, and whether service was given efficiently and courteously. The director told us that she decided to stop surveying customers because comments were overwhelmingly positive; the 2 percent of surveys including negative comments focused on aspects of the County Clerk’s office that could not be changed at that

time, such as more seating or lighting. This is consistent with the customer survey we conducted. However, conducting periodic customer surveys would provide ongoing customer satisfaction data that the County Clerk could use to measure its customer service. Peer counties use comment forms, surveys and suggestion cards, but only San Mateo County described a system that includes tabulating customer feedback and forwarding this information to higher management.

***Few Services Are Available Online***

The County Clerk cannot fully transact any of its services online. For its most requested services—issuing marriage licenses, registering domestic partnerships, filing fictitious business name statements, notary oaths and other documents, and providing certified copies of confidential marriage licenses—legal requirements dictate that customers appear in person or submit the original document, thus eliminating the possibility of conducting these transactions online. Further, the Office of the Assessor-Recorder—not the County Clerk—has the responsibility for providing copies of public marriage certificates.

However, there are a few services that the County Clerk could offer online. By accepting credit card payments, the County Clerk Web site could allow customers to order copies of fictitious business name statements and other public documents processed by the County Clerk. Because the Web site already allows visitors to search for fictitious business name filings, the County Clerk director says that there are only a few requests for such documents each year. Customers can request appointments for civil marriage and domestic partnership ceremonies via electronic mail and send payment by postal mail. By adding functionality to its Web site, the County Clerk could automate the process of making appointments for civil marriage and domestic partnership ceremonies.

***The County Clerk Should Accept Credit Cards When Possible***

The County Clerk currently does not accept payment by credit or ATM cards. However, the City is developing an online payment system, and the County Clerk may be able to accept payments for online and telephone transactions by credit card beginning in October 2002. Eight of the ten peer counties we surveyed accept credit card payments for at least some services, most of which are either provided over the telephone or the Internet. Most charge an additional fee for this convenience.

**RECOMMENDATIONS**

To further improve its services, the Office of the County Clerk should take the following actions:

- Rather than reporting estimated results for its performance measures, use the Q-MATIC data to report the average time it takes the office to serve its customers at the counter.
- Measure the time it takes the office to conduct transactions by mail and respond to phone inquiries.
- Conduct periodic customer surveys to collect ongoing customer satisfaction data that can be compared over time.
- To complement its services offered in the office and via electronic and postal mail, provide more services via the Internet, including accepting document requests and requests for marriage ceremony appointments.
- Offer credit card payment options for telephone and online transactions, as do some other California counties.

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## CHAPTER 2

### THE COUNTY CLERK COLLECTS FEES AND MAINTAINS RECORDS WELL

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#### SUMMARY

**T**he Office of the County Clerk (County Clerk) does a good job of collecting fees and maintaining records, and it has strong management controls in place. The fees that counties may charge for county clerk services are set initially by state statute. Since its fee adjustment went into effect in August 2002, the County Clerk has been able to charge and collect fees that are appropriate to recoup the costs of providing each service. In compliance with state law, the fees do not exceed the County Clerk's costs. Further, the fees it charges are reasonable and comparable to the fees that other California counties we contacted charge for similar services. The County Clerk also maintains records in accordance with applicable codes. To strengthen further its management controls, the division should develop and keep updated a succinct manual of its policies and procedures; however, preparing its own departmental efficiency plan would not strengthen the division.

#### BACKGROUND

Many of the County Clerk's fees are set initially by state statute. However, California Government Code Section 54985 allows the Board of Supervisors to increase those fees "in the amount reasonably necessary to recover the cost of providing any product or service or the cost of enforcing any regulation for which the fee or charge is levied." Any amount above and beyond the cost of providing service may be considered a tax and require voter approval.

The San Francisco Administrative Code (Administrative Code), Section 8.33.1, authorizes the County Clerk to charge fees to defray the actual cost of issuing documents and providing services. The Administrative Code specifies the amount of the fee that the County Clerk is authorized to charge for 24 documents or services.

The Performance and Review Ordinance of 1999 requires each city department, from 2003 forward, to submit to the Mayor and Board of Supervisors a departmental efficiency plan that includes a customer service element, a strategic planning element, an annual performance element, and a performance evaluation element for the previous fiscal year. The plan is to cover a period of not less than three years forward from the fiscal year in which it is submitted.

## **THE COUNTY CLERK SETS AND COLLECTS FEES PROPERLY**

The County Clerk's fees cover its costs, it collects fees in accordance with state and local codes, and its fees are comparable to those charged by other counties.

### ***The County Clerk Has Conducted Cost Analyses to Recoup Costs***

The County Clerk has taken appropriate steps to set fees that recover but do not exceed its costs. In 1994, the County Clerk-Recorder hired a consultant to conduct a cost analysis of the services the office performed. The report recommended fee adjustments and cost recovery charges. The County Clerk updated that report in 2002 by considering productive hours, salary, overhead, supervision, payroll, accounting expenses, management information services support, and inflation, to estimate the costs of providing the various County Clerk services. These cost estimates were used as the proposed new fees that will go into effect in August 2002.

State law provides for county clerks to send a specific amount of the fees they collect for certain transactions to county domestic violence programs, the family court, and the State of California. In fiscal year 2001-02, the County Clerk collected \$1,350,064 in fees. After distributing \$177,767 to San Francisco's domestic violence fund, \$38,645 to the family court, and \$45,618 to the state, the County Clerk's revenue was \$1,088,034. However, the County Clerk estimates its annual direct and indirect costs at \$1.2 million. Under the new fees, the County Clerk's yearly total revenue is projected to be just \$237 less than its projected operating costs. The fees will recoup the County Clerk's costs without exceeding them, which complies with state law. According to the City Attorney's Office, the County Clerk is allowed to charge fees sufficient to recoup its actual costs to provide the services and any state fees or surcharges.

Both the Mayor's Office of Finance & Legislative Affairs and the Budget and Analysis Division of the Controller's Office reviewed the County Clerk's cost analysis. A representative of the Mayor's Finance Office called the report "very detailed and thorough." The Controller's Budget and Analysis Division reviewed the County Clerk's fee adjustment proposals and determined that the fee adjustments were reasonable.

### ***The County Clerk Collects the Proper Fee Amounts***

Using financial records, we calculated the average fee amount the County Clerk collected for each transaction type in June 2002. After reviewing fees for all services that had at least one transaction and were not categorized as miscellaneous, we determined that the County Clerk collected fees consistent with its fee schedule. In addition, we found all fees in compliance with the Administrative Code.

As an additional verification, we obtained the monthly financial reports that the County Clerk sends to the state. We found that the fees collected were consistent with the monthly financial records and the fee schedule for public marriage licenses, confidential marriage licenses, and copies of confidential marriage licenses.

Fees are also comparable to fees charged by other counties. The San Francisco County Clerk charges fees that are within \$10 of the average amounts charged by the ten peer counties we surveyed for the four fee types we tested: issuing public and confidential marriage licenses, performing civil ceremonies, filing fictitious business name statements, and registering process servers.

***The County Clerk Uses Appropriate Controls to Ensure It Collects and Reports Accurate Financial Data***

The County Clerk's cash handling procedures include several controls that decrease the likelihood of collecting incorrect amounts. In addition, many forms completed by customers list the proper fee, which means that the customer provides another check that the proper fee is charged for these transactions.

**THE COUNTY CLERK MAINTAINS RECORDS IN ACCORDANCE WITH CODES**

A key function of the County Clerk is to maintain accurate records, thereby protecting personal and property rights. Both state and municipal codes mandate that specific records are kept for determined periods of time. The Department of Administrative Services' record retention & destruction policy (retention schedule) lists the time periods for which the County Clerk must retain different records and the state and/or municipal code requiring their retention. The retention schedule is also posted on the Sunshine Ordinance Task Force Web site. The director of the Department of Administrative Services approved the policy, as did the Controller's Office, the City Attorney's Office, and the Retirement Board.

To verify that the County Clerk maintains records in accordance with the retention schedule, we searched the office's files for selected weeks to find current records near the end of their retention periods. We reviewed 30 of the 36 kinds of records listed in the retention schedule, and found examples of 26 record types present. According to the County Clerk director, three of the four records that we did not find—humane (animal control) officers, humane officer index, and power of attorney for surety companies—are uncommon enough that one would not expect to find filings for most weeks. For the fourth type of record that we did not find, name change decrees, the director explained that the retention policy is out of date because the County Clerk is no longer required to file these documents.



Our review of records found that the County Clerk retains records for the length of time mandated by the retention schedule, and thus, the office is following applicable state and local record retention laws. However, the Department of Administrative Services should update its record retention & destruction policy to ensure that it only includes records that the County Clerk is still required to retain.

**THE DIVISION SHOULD DEVELOP A SHORT MANUAL OF POLICIES AND PROCEDURES FOR ITS KEY FUNCTIONS**

The County Clerk has large binders in which policy and procedure memoranda are kept. Each employee has a binder and information is organized by topic area. However, the binders are large and difficult to use as a reference tool. The office would benefit by developing a short, written policies and procedures manual that staff could use easily in carrying out its duties. Such a manual would better prepare the County Clerk to accept help from other Administrative Services staff, facilitate the training of new staff in the future, and ensure that the office continues to perform its functions consistently.

Because the County Clerk is a division of the Department of Administrative Services (Administrative Services), it is included in Administrative Services' annual budgets and does not prepare its own strategic or departmental efficiency plan. We expect that the County Clerk and Administrative Services will continue to work together to produce the required elements of the Performance and Review Ordinance of 1999, with the County Clerk providing the performance evaluation elements and Administrative Services focusing on strategic planning for all its divisions. We do not believe the County Clerk would benefit by developing its own efficiency plan because its mission and processes are simple and straightforward.

## RECOMMENDATIONS

- To ensure that its record filing requirements are kept current, the Department of Administrative Services should update its record retention & destruction policy by deleting the requirement for the Office of the County Clerk to keep on file name change decrees.
- To help it continue to perform its functions well, the Office of the County Clerk should create a short policies and procedures manual that staff can use in carrying out its duties. This manual should have a table of contents for ease of use and should be updated regularly as laws and procedures change.

We conducted this audit according to generally accepted government auditing standards. We limited our review to those areas specified in the audit scope section of this report.

Staff:      Mark Tipton, Audit Manager  
              Millicent Bogert  
              Kai Mander

**RESPONSE TO THE AUDIT REPORT  
OFFICE OF THE COUNTY CLERK**



DEPARTMENT OF  
**ADMINISTRATIVE SERVICES**

WILLIE L. BROWN, JR.  
MAYOR

RYAN L. BROOKS  
DIRECTOR

August 22, 2002

Mr. Edward Harrington  
Controller  
Office of the Controller  
City Hall, Room 316  
1 Dr. Carlton B. Goodlett Place  
San Francisco, Ca 94102-4694

**Subject: Audit Number 01079**

Dear Mr. Harrington,

I have reviewed the report presented to me by the Controller's Audit Division and agree with the report but wish to make a clarification to a statement made on page 5.

Your report states: "In fiscal year 2001-02, the County Clerk had one published performance measure: the percentage of in-person service requests at the front counter handled within one hour. The County Clerk expected that 90 percent of such requests would be handled within one hour. However, while the County Clerk's queue management system, Q-MATIC, has the capacity to track the time it takes to serve each customer, the County Clerk did not use the system to determine whether it was meeting this performance objective. Instead, the director simply estimated that the office met its target." The Q-MATIC system was installed at the County Clerk's Office on March 6, 2001. The Director had to submit performance measures to the Controller's Office for the fiscal year of 2001-02 by the end of February 2001, *prior* to the installation of the system. This is the reason for the Director not using the information generated by the Q-MATIC system. Naturally, I agree that this information should be tracked and generated by the Q-MATIC system rather than by estimates.

Should you have any questions pertaining to my response, please feel free to contact me at (415) 554-6171.

Respectfully,

  
Ryan Brooks  
Director of Administrative Services  
County Clerk

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cc: Mayor  
Board of Supervisors  
Civil Grand Jury  
City Attorney  
Public Library  
Budget Analyst  
KPMG LLP