



## Los Angeles County Registrar-Recorder/County Clerk

DEAN C. LOGAN  
Registrar-Recorder/County Clerk

January 8, 2021

TO: Supervisor Hilda Solis, Chair  
Supervisor Holly J. Mitchell  
Supervisor Sheila Kuehl  
Supervisor Janice Hahn  
Supervisor Kathryn Barger

Fesia A. Davenport, Chief Executive Officer

FROM: Dean C. Logan,  Registrar Recorder/County Clerk

### **MONITORING THE USE OF CONTRACTED TEMPORARY EMPLOYEES (ITEM NO. 29, AGENDA OF SEPTEMBER 3, 2019)**

On September 3, 2019, your Board approved a motion for the Use of Contracted Temporary Employees and directed the Registrar-Recorder/County Clerk (RR/CC) to monitor and provide recommendations for adjusting election staffing efforts moving forward, including RR/CC's efforts to hire County staff to meet the needs under the newly established Voting Solutions for All People (VSAP) election model. Your motion also directed the RR/CC to work in collaboration with the Department of Workforce Development, Aging, and Community Services (WDACS) and Public Social Services (DPSS) to outreach, train and hire Board-identified priority populations and County clients. The intent of this report is to report back on those efforts.

This year presented the RR/CC with unique challenges, as the Department worked to provide voters with a new, more secure and accessible voting experience amid a pandemic. In March 2020, the VSAP solution was implemented countywide during the Presidential Primary Election. This initial implementation identified challenges and resource gaps, including technology and staffing capacity that required further assessment and refinement. The Department worked to remediate the issues and successfully mitigated them to ensure improved service and to meet the turnout demands in the Presidential General Election.

In preparation for the Presidential General Election, the Department refined its processes, procedures and resources to provide voters with a more positive experience. Staffing gaps that were uncovered during the primary were filled with temporary

employees from internal certification lists and contract agency staff. The contract agency staff served to satisfy needs for individuals with technical and specific language skills.

Additionally, contract agency staff were used to fill staffing gaps created by the COVID-19 pandemic and an expansion of services to provide voters with safe voting options. One such example is the expansion of Vote by Mail (VBM) services. In order to ensure all voters had the opportunity to vote safely from home, your Board directed the RR/CC to mail every voter a ballot. This effort resulted in an increase of 2.5 million ballots mailed to voters.

The Department was able to successfully hire contract agency staff to meet the staffing requirements to make that effort possible. Staff were assigned to high volume operations such as the VBM Drop Box program and the VBM ballot receiving and processing operation. Support provided by contract agency staff for these operations included clerical staff to process ballots and drivers to transport ballots from Vote Centers and Drop Boxes throughout the County to the VBM ballot processing site in Pomona.

### **Temporary Staff for the Presidential Primary and General Elections**

A total of 1,701 temporary employees were hired for the Presidential Primary Election and that number increased to 3,153 for the Presidential General Election.

<b>Temporary Staff</b>	<b>Presidential Primary Election</b>	<b>Presidential General Election</b>
RR/CC Cert. List	926	2,020
Contract Agency	775	1,133
Total	1,701	3,153

### **Language Support**

Recruiting staff to provide multilingual support at Vote Centers is always a significant challenge. New to this election cycle, the County was mandated to provide language services in 6 additional languages - Bengali, Burmese, Gujarati, Indonesian, Mongolian and Telugu. New language requirements and multilingual staff recruitment are challenging in that they require a very specific skill set but the duration of the assignment is limited. This challenge is significant to the Department since the production and translation of election material, including sample ballot booklets, ballots and signage are on tight legal deadlines.

During the November 2020 Election the Department hired 122 employees total contract agency staff with multilingual skills, due to limited availability on the internal certification lists. Hiring this contract agency staff was critical to ensure the Department provided

voters with a satisfactory voting experience and met legal requirements for language support.

### **Information Technology Support**

Information technology staff is also a recruitment specialty that was needed for both the Presidential Primary and General Elections. The Department's primary focus leading up to November was to address capacity issues and gaps identified during the Presidential Primary Election. To address these, the Department implemented a plan to assign onsite specialized technical support to every Vote Center to immediately address technology and equipment issues. This need was fulfilled through a service contract with a contracted agency and proved to be extremely beneficial to vote center operations.

### **VBM Expansion Support**

The Department relied on contract agency staff to supplement RR/CC temporary staff and meet the demands of the expanded VBM operations, including VBM Drop Box and VBM ballot processing operations. Due to unforeseen circumstances once the voting period had already begun, such as public scrutiny and attacks to the VBM process, the Department determined it was necessary to enhance support of the program. The Department quickly moved to hire additional drivers to ensure daily pick of all ballots deposited in VBM Drop Boxes. Additional staff was also needed to ensure 24-hour processing of ballots at the VBM ballot processing center. Contract agency staff provided the needed people power to successfully complete the election processes.

### **Collaborating with WDACS and DPSS**

During the Presidential General Election, the RR/CC worked with WDACS to successfully recruit 30 youth to work at 11-day Vote Centers. Any youth that was not able to work at a 11-day Vote Center was assigned to a 5-day Vote Center. In addition, there were 21 Transition Subsidized Employment (TSE) participants hired to work at the VBM ballot processing center. The RR/CC worked directly with the Department of Human Resources to secure assignments for the WDACS and DPSS program participants during the Presidential General Election to meet program needs for the respective departments. Not an easy feat, but the Department was able to assign the youth and the TSE participants to work in locations that were reasonably located close to their homes.

### **Fiscal Consideration**

The Department conducted an analysis to assess the cost differences between hiring contract agency staff versus County temporary employees during the Presidential General Election. The Department analyzed a sample of 143 vendor invoices that contained over 18,000 hours of work valued at over \$500,000. The analysis revealed

that County temporary positions, on average, cost 4.19% less than the comparable contract agency staff. From a cost perspective, it is beneficial to use County temporary employees to bridge any human capital gaps during election cycles.

Despite the financial benefit, the Department cannot rely solely on County temporary employees. The Department does not always have the time available to onboard staff through the County hiring process and meet the staffing need in time. Specialty-skill assignments, short-term urgent assignments, and surge capacity needs may dictate a short turnaround for onboarding. These needs can better be met by contract agency staff as it can take up to 90 days to onboard a new hire from a certification list while only four weeks for a contracted agency to onboard staff.

### **Continued Monitoring of Staffing Resources**

The Department has determined that in order to continue to provide voters a positive, secure and accessible voting experience to the over 5.7 million LA County voters and meet its legal requirements, the Department will require the use of contracted agencies to hire on an as needed basis. The RR/CC will continue to recruit and hire temporary staff from the Departmental Recurrent Lists as the primary staffing method and will use contract agency staff to meet surge capacity and gaps that emerge during elections for short term assignments.

If you have any questions or need additional information please contact me at (562) 462-2716 or your staff may contact Monica Flores, Manager of Governmental and Legislative Affairs, at (562) 462-2697 or email [MFlores@rcc.lacounty.gov](mailto:MFlores@rcc.lacounty.gov).

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