

COUNTY OF LOS ANGELES REGISTRAR-RECORDER/COUNTY CLERK

12400 IMPERIAL HWY. - P.O. BOX 1024, NORWALK, CALIFORNIA 90651-1024

CONNY B. McCORMACK Registrar-Recorder/County Clerk

May 14, 2002

The Honorable Board of Supervisors County of Los Angeles 383 Kenneth Hahn Hall of Administration 500 West Temple Street Los Angeles, CA 90012

Dear Supervisors:

## REQUEST FOR APPROVAL OF MANAGEMENT AUDIT ORGANIZATIONAL CHANGES FOR THE REGISTRAR-RECORDER/COUNTY CLERK (ALL DISTRICTS- 3 VOTES)

### IT IS RECOMMENDED THAT YOUR BOARD:

- 1. Approve the accompanying ordinance and hiring authority for 30 new Management Audit driven positions at a cost of \$2.0 million in Fiscal Year 2002-2003.
- 2. Approve the elimination of 64 vacant funded positions at a saving of \$2.0 million in Fiscal Year 2002-2003, resulting in no additional net County cost.

# PURPOSE/ JUSTIFICATION OF RECOMMENDED ACTION:

The purpose of the recommended action is to seek approval of 30 new positions to implement the management audit recommendations of the consulting firm Strategica. This management audit was completed in November 2000 and included a detailed review of the current organizational structure and staffing resources of the Department of Registrar-Recorder/County Clerk (RR/CC).

One of the major findings of the audit was that the existing middle management infrastructure limits the RR/CC's capability to implement strategic and technological improvements to Departmental operations that have been mandated by your Board. Specifically, as a result of the large leadership "gap" between highly specialized clerical supervisors over election and document processing operations and the managers over major operations, first level supervisors are not provided with sufficient guidance and resources.

The Management Audit also found that with the advent of new recording and election technologies, the RR/CC's personnel training and staffing needs are becoming progressively more complicated, while the Department's mission capability to address these needs remain seriously limited by its current management and technical resources.

The Management Audit findings of Strategica were prepared and released prior to the decertification of the County's punch card voting system and the identification of problems with that system, and other voting operations, manifested during the March 5, 2002 Primary election. These emergent issues further highlight the critical need to strengthen the middle management structure of the Department through measures such as the new Assistant Division Manager position to augment planning, training, and project implementation leadership at the section level.

In addition to the class of Assistant Division Manager, we are recommending and Department of Human Resources (DHR) has approved four Program Analyst positions and the establishment of a specialized class of Election Programs Coordinator. These positions will provide much needed process development and troubleshooting support for Departmental supervisors and managers in each operational division.

The programs and operations which are in most critical need of management strengthening are as follows:

### • County Poll Worker Program

Difficulties encountered during the March 5, 2002 Primary Election prompted your Board to require the identification of such additional resources as are necessary to address problems such as poll worker shortages.

As foreseen by the Strategica Management Audit and RR/CC staff analysis, the County of Los Angeles experienced a shortage of poll workers that could have potentially jeopardized the integrity of the March 5<sup>th</sup> election, and could jeopardize future elections. Without a long-term poll worker staffing strategy and implementation capability, the ability of the RR/CC to address the thousands of small balloting issues and "glitches" may be compromised resulting in disenfranchised voters and invalid ballots. In response to this problem, the RR/CC developed several successful pilot programs for the recruitment of precinct officers, including the Student Poll Worker, Poll Worker Academy, Adopt-A-Poll, and County Poll Worker programs. However, development and implementation of these and other pilot projects into successful Departmentwide programs require additional program and administrative resources.

#### • Voter Records Operations

County voter registration has increased by approximately 500,000 in the past few years along with the inherent complexities and new requirements created by numerous recent legislative changes. Major changes included the challenge of meeting, for the first time in a statewide election, a 15-day voter registration deadline. We do not currently have an intermediate level of management dedicated to direct this type of operation. Consequently, major election components are overseen by working level personnel who have substantial expertise in their specialized capacities, but who do not have the long-range planning, analytical, or supervisory skills to address these types of major unprecedented operational changes.

#### • Voter Outreach Programs and Partnerships

Without proper staffing levels, enhancements to voter outreach programs and partnerships to include voter education and on-site and regular follow-up with stakeholders/partners cannot be achieved. The Management Audit recommends that the Department develop an overall strategy including goals for voter participation, efficiency and productivity, which can only be accomplished with appropriate administrative liaisons with community and other groups. The Community Voter Outreach Committee (CVOC) has grown to include representatives from more than 30 organizations including representatives from the League of Women Voters, multilingual organizations, political parties, disability organizations and City Clerks, in addition to lawyers from the Department of Justice and a member of the United States Congress.

The expansion of this program dictates that appropriate level staffing be established to properly represent the Department with community and other partners. Appropriate level staffing for these programs is also critical to establishing Departmental liaisons with prudent decision-making capability as well as the ability to formulate and recommend policy to Departmental management. The need for outreach and partnership programs has become even more acute with the need to develop networks for educating 4.1 million registered voters on how to use a new voting system.

<u>Reengineering of Recorder Operations</u>

Another critical Audit recommendation is to restructure existing Departmental operations involving real estate recordings, fictitious business names, and vitals procedures to improve the Recorder process. The recommended processes will facilitate a significant improvement in customer service levels and turnaround times by eliminating superfluous tasks and "handoffs" while employing available technology to achieve productivity gains. This project will require proper managerial support to fully implement the necessary organizational changes.

### Workload Increases in Administrative Operations

The administrative operations of the RR/CC have experienced a significant increase in workload primarily due to increases in budgetary controls, revenue collections and disbursements, technological advances in election and recorder areas, fee level reviews, and recruitment of up to 500 temporary employees annually. In addition, the adaptation of Departmental systems and development of new programs to meet recent election and recorder law changes has created a substantial additional workload. As a result of these and other changes, the Administrative Bureau has experienced increases in: 1) the volume, dollar value, and complexity of our Departmental contracts; 2) procurement purchases and inventories; 3) cost analyses and projections related to election and recorder areas; 4) budget reporting requirements; and 5) personnel recruiting activities. In order to keep pace with the ever-increasing workload and to implement Management Audit recommendations, appropriate staffing levels are imperative.

## Implementation of Strategic Plan Goals:

The proposed agreement supports the County's Strategic Plan:

### Goal No. 1: Service Excellence

Strategy 1: Develop standards for user-friendly service.

#### Goal No. 2: Workforce Excellence

Strategy 1: Recruit, develop and retain dedicated and productive employees.

### **Goal No. 3: Organizational Effectiveness**

Strategy 1: Implement strategic management processes. Strategy 2: Improve internal operations.

### Goal No. 4: Fiscal Responsibility

Strategy 1: Manage effectively the resources we have.

### FISCAL IMPACT/FINANCING

The fiscal impact of obtaining these positions has no affect on our Department's net County cost. As shown on Attachment A, the total Salaries and Employee Benefits cost of \$2.0 million for 30 new positions is fully funded by the elimination of 64 vacant funded positions for a net decrease of 34 budgeted positions.

## FACTS AND PROVISIONS/LEGAL REQUIREMENTS

### Approvals

- The Chief Administrative Office has reviewed and approved these recommendations.
- The Department of Human Resources has reviewed and approved these recommendations.

## IMPACT ON CURRENT SERVICES (OR PROJECTS)

Approval of the recommended action will enable the RR/CC to implement major improvements in election and recorder operations. Although our Department has aggressively implemented systems, process and technological changes to achieve operational improvements, the Management Audit has found that our Department still lags behind some comparative counties in the types of services being provided and in the use of user-friendly technology. The audit report finds that some counties have been increasing service levels and breadth of services with state-of-the-art technology, and re-emphasized the need for adequate leadership and technical support for implementing operational improvements.

In order to fund the recommended new positions, we have deleted 64 vacant positions that have already been supplanted by technological and systems improvements in our Department resulting in a net decrease of 34 positions. The saving from these economies in Departmental operations fully offset the cost of this initial staffing enhancement to implement Management Audit recommendations.

Respectfully submitted,

CONNY B. McCORMACK Registrar-Recorder/County Clerk

CMC: AS

- Attachment
- c: Chief Administrative Officer Director of Personnel County Counsel Executive Officer, Board of Supervisors

(N;\budget\01-02bud\positions board letter\_4) 5/2/02

<b>REGISTRAR-RECORDER/COUNTY CLERK</b>
Proposed Budgeted Position Changes

ADM. Various     Assistant     Administrative Services Mgr. II     1.0     76.03       ARR Assistant     Administrative Services Mgr. II     1.0     76.03       Eleo Prep / Doc Rec & AV     Senior Clerk     1.0     34.065       Eleo Prep / Doc Rec & AV     Senior Clerk     1.0     34.065       Eleo Swilnformation Svs Division     Election Programs Coordinator     1.0     70.086       Elec Swilnformation Svs Division     Election Programs Coordinator     1.0     70.086       Elec Swilnformation Svs Division     Election Programs Coordinator     1.0     70.086       Elec Swilnformation Svs Division     Administrative Assistant II     1.0     51.507       Elect Swilned Reps     Administrative Assistant II     1.0     51.607       F&M - Financial Services     Accounting Systems Tech.     1.0     70.087       F&M - Financial Services     Scoounting Systems Tech.     1.0     77.407       F&M - Financial Services     Accounting Systems Tech.     1.0     77.407       FAM - Financial Services     Administrative Services Mgr. II     1.0     77.407       Classistant Deponder Administrative Services Mgr. II<	Section/Unit	Position Title	Number of Positions	Annual Cost
ADM. Various     Assistant Division Manager     8.0     650.723       ARR Assistant     Administrative Services Mgr. II     1.0     76.033       ARR Assistant     Program Analyst     4.0     277.603       ARR Assistant     Program Analyst     4.0     277.603       Elec Prep / Doc Rec & AV     Senior Clerk     1.0     34.053       Elec Swillormation Svs Division     Election Programs Coordinator     1.0     70.084       Elec Swillormation Svs Division     Election Programs Coordinator     1.0     70.084       Electon Swife Administrative Assistant II     1.0     51.503     51.603       Electon Swife Hield Reps     Administrative Assistant II     1.0     51.603       Electon Swife Hield Reps     Administrative Assistant II     1.0     77.403       Electon Swife Hield Reps     Accounting Systems Tech.     1.0     77.403       F&M - Financial Services     Sr. Accounting Systems Tech.     1.0     77.403       F&M - Financial Services     Sr. Accounting Systems Tech.     1.0     77.403       FAM - Financial Services     Contartive Assistant II     1.0     77.403	ADDITIONS:			
ARR Assistant     Administrative Services Mgr. II     1.0     76.033       ARR Assistant     Program Analyst     4.0     227.600       Elec Prep / Doc Rec & AV     Senior Clerk     1.0     34.055       Elec Svsl.Lead Pollworker     Election Programs Coordinator     1.0     70.084       Elec Svsl.County Pollworker     Administrative Assistant II     1.0     75.055       Elec Svsl.County Pollworker     Administrative Assistant II     1.0     75.105       Elec Svsl.County Pollworker     Administrative Sesistant II     1.0     75.105       Elec Svsl.County Pollworker     Administrative Sesistant II     1.0     76.035       F&M - Financial Services     Sr. Accounting Systems Tech.     1.0     76.033       F&M - Financial Services     Sr. Accounting Systems Tech.     1.0     77.036       FR - Recruitment/Selection     Administrative Services Mgr. II     1.0     76.033       FR - Recruitment/Selection     Administrative Services Mgr. II     1.0     77.603       FW - Recruitment/Selection     Administrative Services Mgr. II     1.0     77.603       FW - FracruitmentSelection     Administrative Sessitant	Finance & Management	Head, Management Services	1.0	\$ 87,442
ARR Assistant     Program Analyst     4.0     277.603       Elec Prep / Doc Ree & AV     Senior Clark     1.0     34.057       Elec Prep / Voter Outreach     Election Services Supervisor     1.0     34.057       Elec Swilhformation Svs Division     Election Programs Coordinator     1.0     70.084       Elec Swilcounty Pollworker     Administrative Assistant II     1.0     51.503       Electon Svirfield Reps     Administrative Assistant II     1.0     57.403       Elect Swilcount Pollworker     Administrative Assistant II     1.0     57.403       Elect Swilcount Pollworker     Administrative Assistant II     1.0     57.403       F&M - Financial Services     Services Mgr I     1.0     77.403       F&M - Financial Services     Services Mgr II     1.0     77.403       Classification     Administrative Services Mgr II     1.0     77.403       FRM - Financial Services     Computer Mathinistrative Services Mgr II     1.0     77.403       Executive Support     Administrative Services Mgr II     1.0     77.403       Executive Support     Administrative Assistant III     1.0     7	ADM, Various	Assistant Division Manager	8.0	650,728
Elec Prep / Doc Rec & AV     Sem Clerk     1.0     34.0       Elec Prep / Voter Outreach     Election Services Supervisor     1.0     42.168       Elec Svs/Lead Pollworker Program Election Programs Coordinator     1.0     70.088       Elec Svs/Lead Pollworker Program     Election Programs Coordinator     1.0     70.088       Elec Svs/County Pollworker Administrative Assistant II     1.0     51.502       Elec Svs/Lead Pollworker     Administrative Assistant II     1.0     51.502       Elec Svs/Student Pollworker     Administrative Sesistant II     1.0     51.502       F&M - Financial Services     Sr. Accounting Systems Tech.     1.0     70.028       F&M - Financial Services     Sr. Accounting Systems Tech.     1.0     76.03       Info Svs / Legislation     Administrative Services Mgr II     1.0     76.03       Info Svs / Legislation     Administrative Services Mgr II     1.0     76.03       SuBTOTAL     30.0     \$ 2.019.481     30.0     \$ 2.019.481       Der Services     Computer Systems Sch.1     2.0     \$ 65.738       Burth, Death, and Marriage     Supvg Clerk, Recurrent     2.00 <t< td=""><td>ARR Assistant</td><td>Administrative Services Mgr. II</td><td>1.0</td><td>76,032</td></t<>	ARR Assistant	Administrative Services Mgr. II	1.0	76,032
Elec Prip / Voter Outreach     Election Programs Coordinator     1.0     42,161       Elec Svu/Lead Pollworker Program     Election Programs Coordinator     1.0     70,086       Elec Svu/County Pollworker     Administrative Assistant II     1.0     51,502       Electon Svg/Fold Reps     Administrative Assistant II     1.0     51,502       Electon Svg/Foldworker Academy     Administrative Assistant II     1.0     57,402       Elect Svs/Evoldent Pollworker     Administrative Assistant II     1.0     57,402       Elect Svs/Evoldent Pollworker     Administrative Services Mgr I     1.0     70,086       F&M - Financial Services     Sr. Accounting Systems Tech.     1.0     57,402       Classification     Administrative Assistant III     1.0     57,402       Classification     Administrative Assistant III     1.0     57,402       Classification     Administrative Services Mgr II     1.0     76,033       SUBTOTAL     30.0     \$ 2,019,481       PFSETS:     Intermediate Typist Clerk     1.0     37,424       Birth, Death, and Marriage     Clerk, Recurrent     3.0     36,57,38	ARR Assistant	Program Analyst	4.0	277,602
Elec Svs/Information Svs Division     Election Programs Coordinator     1.0     770.081       Elec Svs/Lead Pollworker Pargaram     Election Programs Coordinator     1.0     70.084       Elec Svs/County Pollworker     Administrative Assistant II     1.0     51,502       Elec Svs/Student Pollworker     Administrative Assistant II     1.0     57,402       Elec Svs/Student Pollworker     Administrative Assistant II     1.0     76,403       F&M - Budget     Administrative Assistant II     1.0     76,403       F&M - Financial Services     Sr. Accounting Systems Tech.     1.0     76,403       FR - Recruitment/Selection     Deptartmental Personnel Assistant III     1.0     77,403       R - Recruitment/Selection     Administrative Services Mgr.II     1.0     77,403       SUBTOTAL     30.0     \$ 2,019,481       Dirth, Death, and Marriage     Supry Clerk, Recurrent     (3.0)     (65,738       Business Fillings     Intermediate Typist Clerk     (1.0)     (71,486       Doc Analysis & Rec     Prop. Conveyance Examiners     (1.0)     (73,476       Doc Analysis & Rec     Supry Oron Examiners     (2.0)	Elec Prep / Doc Rec & AV		1.0	34,050
Elec Svs/Lead Pollworker Program     Election Programs Coordinator     1.0     70.086       Elec Svs/County Pollworker     Administrative Assistant II     1.0     51,507       Electon Svs/Field Reps     Administrative Assistant II     1.0     51,507       Elect Svs/Lodent Pollworker     Administrative Assistant II     1.0     57,407       Elect Svs/Lodent Pollworker     Administrative Assistant II     1.0     57,407       Elect Svs/Lodent Pollworker     Administrative Assistant III     1.0     57,407       F&M - Financial Services     Sr. Accounting Systems Tech.     1.0     76,037       Info Svs/Legislation     Administrative Assistant III     1.0     76,037       Info Svs/Legislation     Administrative Services Mgr. II     1.0     76,037       SUBTOTAL     30.0     \$ 2,019,481     20.0     \$ 2,019,481       DerSETS:     Sumpt Clerk, Recurrent     (2.0)     \$ (65,738       Business Fillings     Iclerk, Recurrent     (3.0)     (65,718       Doc Analysis & Rec     Supryg Clerk, Recurrent     (4.0)     (31,417       Doc Analysis & Rec     Supryg Clerk, Recurrent     (4.0)<		Election Services Supervisor	1.0	42,168
Elic Svs/County Pollworker     Administrative Assistant II     1.0     51,502       Electors Svs/Field Reps     Administrative Assistant II     1.0     51,502       Elec Svs/Student Pollworker     Administrative Assistant II     1.0     57,402       Elec Svs/Student Pollworker     Administrative Assistant II     1.0     70,084       F&M - Budget     Administrative Assistant II     1.0     70,084       F&M - Financial Services     Sr. Accounting Systems Tech.     1.0     77,048       FR - Recruitemt/Selection     Deptatrmental Personnel Assistant III     1.0     77,040       R - Recruitemt/Selection     Deptatrmental Personnel Asst.     1.0     77,403       R - Recruitemt/Selection     Administrative Assistant III     1.0     77,403       Executive Support     Administrative Assistant II     1.0     77,403       SUBTOTAL     30.0     \$ 2,019,481     1.0     76,033       DerSetTS:     Supp Clerk, Recurrent     (3.0)     (5,318       Doc Analysis & Rec     Prop. Conveyance Examiners     (10.0)     (30,963       Computer Services     Computer Systems Sch.1     (2.0)	Elec Svs/Information Svs Division	Election Programs Coordinator	1.0	70,086
Election Svs/Field Reps     Administrative Assistant II     1.0     67.602       Elec Svs/Pollworker     Administrative Assistant II     1.0     67.402       Elect Svs/Student Pollworker     Administrative Assistant II     1.0     67.402       F&M - Financial Services     Accounting Systems Tech.     1.0     57.402       FMM - Financial Services     Sr. Accounting Systems Tech.     1.0     57.402       Classification     Administrative Services Mgr II     1.0     76.037       Info Svs / Legislation     Administrative Assistant III     1.0     77.402       Classification     Administrative Services Mgr II     1.0     76.033       SUBTOTAL     30.0     \$ 2.019.481       PFSETS:       665.738       Business Fillings     Clerk, Recurrent     (2.0)     (71.486       Doc Analysis & Rec     Supvg Clerk, Recurrent     (4.0)     (131.475       Doc Analysis & Rec     Supvg Clerk, Recurrent     (4.0)     (132.474       Doc Analysis & Rec     Supvg Clerk, Recurrent     (2.0)     (66.738       Doc Analysis & Rec     Supvg Clerk, Recurrent		Election Programs Coordinator	1.0	70,086
Elec Svs/Pollworker Academy     Administrative Assistant III     1.0     57.403       Elect Svs/Student Pollworker     Administrative Assistant II     1.0     51.502       F&M - Financial Services     Accounting Systems Tech.     1.0     70.084       F&M - Financial Services     Sr. Accounting Systems Tech.     1.0     70.084       Re Recruitment/Selection     Deptartmental Personnel Assist.     1.0     37.404       Infs R - Recruitment/Selection     Administrative Services Mgr.II     1.0     37.404       Infs Ness / Legislation     Administrative Assistant III     1.0     37.404       Infs Ness / Legislation     Administrative Services Mgr.II     1.0     76.033       SUBTOTAL     30.0     \$ 2,019,481       Sumses Fillings     Clerk, Recurrent     (3.0)     (65.738       Business Fillings     Intermediate Typist Clerk     (1.0)     (30.963       Computer Systems Sch.I     (2.0)     (74.496       Doc Analysis & Rec     Supy Opto Conve Examiners     (2.0)     (64.748       Doc Analysis & Rec     Supy Opto Conve Examiners     (2.0)     (68.746       Doc Analysis & Rec </td <td>Elec Svs/County Pollworker</td> <td>Administrative Assistant II</td> <td>1.0</td> <td>51,502</td>	Elec Svs/County Pollworker	Administrative Assistant II	1.0	51,502
Elect Svs/Student Pollworker     Administrative Services Mgr I     1.0     51,502       F&M - Financial Services     Accounting Systems Tech.     1.0     54,233       F&M - Financial Services     Sr. Accounting Systems Tech.     1.0     57,402       Classification     Administrative Services Mgr II     1.0     57,402       Classification     Administrative Services Mgr II     1.0     57,402       Info Svs / Legislation     Administrative Services Mgr II     1.0     57,402       Info Svs / Legislation     Administrative Services Mgr II     1.0     57,402       SUBTOTAL     30.0     \$ 2,019,481       DefFSETS:	Election Svs/Field Reps	Administrative Assistant II	1.0	51,502
F&M - Budget     Administrative Services Mgr I     1.0     70.088       F&M - Financial Services     Accounting Systems Tech.     1.0     76.084       F&M - Financial Services     Sr. Accounting Systems Tech.     1.0     77.095       Procurement     Administrative Assistant III     1.0     77.603       Classification     Administrative Services Mgr II     1.0     77.603       Re Recruitment/Selection     Deptartmental Personnel Asst.     1.0     37.242       Info Svs / Legislation     Administrative Services Mgr. II     1.0     76.033       SUBTOTAL     30.0     \$ 2.019.481       DrFSETS:     Intermediate Typist Clerk     (1.0)     (65.738       Business Fillings     Clerk, Recurrent     (2.0)     (71.486       Oc Analysis & Rec     Prop. Conveyance Examiners     (10.0)     (37.417       Doc Analysis & Rec     Suprg Clerk, Recurrent     (2.0)     (84.746       Doc Analysis & Rec     Suprg Clerk, Recurrent     (2.0)     (84.746       Doc Receipt & AV     Intermediate Clerk     (2.0)     (84.746       Doc Ralysis & Rec     Suprg Clerk, Recurre	Elec Svs/Pollworker Academy	Administrative Assistant III	1.0	57,401
F&M - Financial Services     Accounting Systems Tech.     1.0     54.23       F&M - Financial Services     Sr. Accounting Systems Tech.     1.0     70.95       Procurement     Administrative Assistant III     1.0     76.40       Classification     Administrative Services Mgr II     1.0     76.03       HR - Recruitment/Selection     Deptartmental Personnel Asst.     1.0     37.244       Info Svs / Legislation     Administrative Assistant III     1.0     76.03       SUBTOTAL     30.0     \$ 2.019.481     8       DFFSETS:     Intermediate Typist Clerk     (1.0)     (30.963)       Computer Services     Computer Systems Sch. I     (2.0)     (71.486)       Doc Analysis & Rec     Supy Clerk, Recurrent     (4.0)     (11.475)       Doc Analysis & Rec     Supy Optonz Examiners     (2.0)     (60.429)       F&M - Financial Services (Mailroom)     Clerk, Recurrent     (2.0)     (43.540)       Doc Roeeje & AV     Intermediate Clerk     (2.0)     (43.540)       F&M - Financial Services (Mailroom)     Clerk, Recurrent     (1.0)     (22.53)       F&M - Financ	Elect Svs/Student Pollworker	Administrative Assistant II	1.0	51,502
F&M - Financial Services     Sr. Accounting Systems Tech     1.0     70.957       Procurement     Administrative Assistant III     1.0     77.407       Classification     Administrative Services Mgr II     1.0     776.033       HR - Recruitment/Selection     Deptartmental Personnel Asst.     1.0     776.033       HR - Recruitment/Selection     Administrative Services Mgr. III     1.0     776.033       Exacutive Support     Administrative Services Mgr. III     1.0     776.033       SUBTOTAL     30.0     \$ 2,019,481       DrFSETS:     Intermediate Typist Clerk     (1.0)     (65,738       Business Fillings     Clerk, Recurrent     (2.0)     (71,486       Computer Systems Sch. I     (2.0)     (71,486       Doc Analysis & Rec     Supy Q Clerk, Recurrent     (4.0)     (01,11,477       Doc Analysis & Rec     Supy Q Clerk, Recurrent     (2.0)     (84,746       Doc Analysis & Rec     Supy Q Clerk, Recurrent     (2.0)     (84,746       Doc Analysis & Rec     Supy Q Coro Examiners     (2.0)     (84,746       Doc Analysis & Rec     Supy Q Coro Examiners		Administrative Services Mgr I	1.0	70,086
Procurement     Administrative Assistant III     1.0     57.40       Classification     Administrative Services Mgr II     1.0     76.03       Info Svs / Legislation     Administrative Assistant III     1.0     57.40       Executive Support     Administrative Assistant III     1.0     57.40       SUBTOTAL     30.0     \$ 2,019,481       DFFSETS:	F&M - Financial Services	Accounting Systems Tech.	1.0	54,232
Classification     Administrative Services Mgr II     1.0     76.03       HR - Recruitment/Selection     Deptartmental Personnel Asst.     1.0     37.24       Info Svs / Legislation     Administrative Assistant III     1.0     57.40       Executive Support     Administrative Services Mgr. II     1.0     76.03       SUBTOTAL     30.0     \$ 2,019,481       DFFSETS:	F&M - Financial Services	Sr. Accounting Systems Tech	1.0	70,954
HR - Recruitment/Selection     Deptartmental Personnel Asst.     1.0     37,242       Info Svs / Legislation     Administrative Assistant III     1.0     57,402       Executive Support     Administrative Assistant III     1.0     76,032       SUBTOTAL     30.0     \$ 2,019,481       DFFSETS:	Procurement		1.0	57,401
Info Svs / LegislationAdministrative Assistant III1.057,40Executive SupportAdministrative Services Mgr. II1.076,03SUBTOTAL30.0\$ 2,019,481OPFSETS:Birth, Death, and MarriageSupvg Clerk, Recurrent(2.0)\$ (65,738Business FillingsClerk, Recurrent(3.0)(65,311Business FillingsIntermediate Typist Clerk(1.0)(30,963Computer ServicesComputer Systems Sch. I(2.0)(71,486Doc Analysis & RecSupvg Clerk, Recurrent(4.0)(131,475Doc Analysis & RecSupvg Clerk, Recurrent(4.0)(131,475Doc Analysis & RecSupvg Clerk, Recurrent(2.0)(84,746Doc Raceipt & AVIntermediate Clerk(2.0)(60,429F&M - Financial Services (Mailroom)Ints up Clerk, Recurrent(1.0)(36,393F&M - FoncurementClerk, Recurrent(1.0)(36,393F&M - Procurement (Inv & Supp)Clerk, Recurrent(2.0)(43,540IndexingIntermediate Clerk, Recurrent(2.0)(43,540IndexingIntermediate Clerk, Recurrent(2.0)(43,540IndexingIntermediate Clerk, Recurrent(2.0)(43,540IndexingIntermediate Clerk, Recurrent(2.0)(43,540IndexingIntermediate Clerk, Recurrent(2.0)(65,738F&M - Procurement (Inv & Supp)Clerk, Recurrent(2.0)(65,738F&M - Financial ServicesIntermediate Clerk, Recurrent(2.0)(65,73	Classification	Administrative Services Mgr II	1.0	76,032
Executive Support     Administrative Services Mgr. II     1.0     76,032       SUBTOTAL     30.0     \$ 2,019,481       DFFSETS:	HR - Recruitment/Selection	Deptartmental Personnel Asst.	1.0	37,242
SUBTOTAL   30.0   \$ 2,019,481     OFFSETS:   Birth, Death, and Marriage   Supvg Clerk, Recurrent   (2.0)   \$ (65,738)     Business Fillings   Clerk, Recurrent   (3.0)   (65,371)     Business Fillings   Intermediate Typist Clerk   (1.0)   (30,963)     Computer Services   Computer Systems Sch. I   (2.0)   (71,486)     Doc Analysis & Rec   Supvg Clerk, Recurrent   (4.0)   (131,475)     Doc Analysis & Rec   Supvg Clerk, Recurrent   (2.0)   (64,746)     Doc Receipt & AV   Intermediate Clerk   (2.0)   (64,746)     Doc Analysis & Rec   Supvg Clerk, Recurrent   (1.0)   (36,393)     F&M - Financial Services (Mailroom)   Clerk, Recurrent   (1.0)   (22,553)     F&M - Procurement (Inv & Supp)   Clerk, Recurrent   (2.0)   (43,540)     Indexing   Clerk, Recurrent   (2.0)   (43,540)     Indexing   Clerk Recurrent   (2.0)   (43,540)     Indexing   Clerk   (2.0)   (43,540)     Indexing   Clerk   (2.0)   (43,540)     Indexing   Clerk   (2.0)   (	Info Svs / Legislation	Administrative Assistant III	1.0	57,401
DFFSETS:   Deffection     Business Fillings   Clerk, Recurrent   (2.0)     Business Fillings   Intermediate Typist Clerk   (1.0)     Computer Services   Computer Systems Sch. I   (2.0)     Computer Services   Computer Systems Sch. I   (2.0)     Doc Analysis & Rec   Prop. Conveyance Examiners   (10.0)     Doc Analysis & Rec   Supvg Clerk, Recurrent   (4.0)     Doc Analysis & Rec   Supvg Prop Conv Examiners   (2.0)     Doc Receipt & AV   Intermediate Clerk   (2.0)     F&M - Financial Services (Mailroom)   Clerk, Recurrent   (1.0)   (32,533     F&M - Procurement   Clerk, Recurrent   (1.0)   (24,540     F&M - Procurement (Inv & Supp)   Clerk, Recurrent   (2.0)   (43,540     Indexing   Intermediate Clerk, Recurrent   (2.0)   (43,540     Indexing   Intermediate Clerk, Recurrent   (2.0)   (43,540     Polls & Officers   Clerk, Recurrent   (2.0)   (43,540     Polls & Officers   Intermediate Clerk, Recurrent   (2.0)   (43,540     Polls & Officers   Intermediate Clerk   (3.0)   (90,643 <td></td> <td>Administrative Services Mgr. II</td> <td>1.0</td> <td>76,032</td>		Administrative Services Mgr. II	1.0	76,032
DFFSETS:   Deffection     Business Fillings   Clerk, Recurrent   (2.0)     Business Fillings   Intermediate Typist Clerk   (1.0)     Computer Services   Computer Systems Sch. I   (2.0)     Computer Services   Computer Systems Sch. I   (2.0)     Doc Analysis & Rec   Prop. Conveyance Examiners   (10.0)     Doc Analysis & Rec   Supvg Clerk, Recurrent   (4.0)     Doc Analysis & Rec   Supvg Prop Conv Examiners   (2.0)     Doc Receipt & AV   Intermediate Clerk   (2.0)     F&M - Financial Services (Mailroom)   Clerk, Recurrent   (1.0)   (32,533     F&M - Procurement   Clerk, Recurrent   (1.0)   (24,540     F&M - Procurement (Inv & Supp)   Clerk, Recurrent   (2.0)   (43,540     Indexing   Intermediate Clerk, Recurrent   (2.0)   (43,540     Indexing   Intermediate Clerk, Recurrent   (2.0)   (43,540     Polls & Officers   Clerk, Recurrent   (2.0)   (43,540     Polls & Officers   Intermediate Clerk, Recurrent   (2.0)   (43,540     Polls & Officers   Intermediate Clerk   (3.0)   (90,643 <td>SUBTOTAL</td> <td></td> <td>30.0</td> <td>\$ 2 019 481</td>	SUBTOTAL		30.0	\$ 2 019 481
Birth, Death, and MarriageSupvg Clerk, Recurrent(2.0)\$ (65,738)Business FillingsClerk, Recurrent(3.0)(65,311)Business FillingsIntermediate Typist Clerk(1.0)(30,963)Computer ServicesComputer Systems Sch. I(2.0)(71,486)Doc Analysis & RecProp. Conveyance Examiners(10.0)(372,417)Doc Analysis & RecSupvg Clerk, Recurrent(4.0)(131,475)Doc Analysis & RecSupvg Clerk, Recurrent(2.0)(84,746)Doc Analysis & RecSupvg Prop Conv Examiners(2.0)(84,746)Doc Analysis & RecSupvg Prop Conv Examiners(2.0)(84,746)Doc Analysis & RecSupvg Clerk, Recurrent(1.0)(22,553)F&M - Financial Services (Mailroom)Clerk, Recurrent(1.0)(22,553)F&M - ProcurementClerk, Recurrent(2.0)(43,540)IndexingIntermediate Clerk, Recurrent(2.0)(43,540)IndexingIntermediate Clerk, Recurrent(2.0)(43,540)Polls & OfficersElection Assistant III(1.0)(45,320)Polls & OfficersElection Assistant III(1.0)(45,320)Polls & OfficersElection Assistant III(1.0)(35,743)Election Material ProcessingElection Assistant III(1.0)(35,743)Election Material ProcessingElection Assistant III(1.0)(35,743)Election Material ProcessingElection Assistant III(1.0)(35,743) <trr>Election Material Procesing<!--</td--><td></td><td></td><td>00.0</td><td>ψ 2,010,401</td></trr>			00.0	ψ 2,010,401
Business Fillings     Clerk, Recurrent     (3.0)     (65,311       Business Fillings     Intermediate Typist Clerk     (1.0)     (30,963       Computer Services     Computer Systems Sch. I     (2.0)     (71,486       Doc Analysis & Rec     Prop. Conveyance Examiners     (10.0)     (372,417       Doc Analysis & Rec     Supvg Clerk, Recurrent     (4.0)     (131,475       Doc Analysis & Rec     Supvg Prop Conv Examiners     (2.0)     (66,429       F&M - Financial Services (Mailroom)     Clerk, Recurrent     (2.0)     (43,540       F&M - Financial Services (Mailroom)     Intermediate Clerk     (2.0)     (43,540       Indexing     Clerk, Recurrent     (2.0)     (43,540       Indexing     Clerk, Recurrent     (2.0)     (43,540       Indexing     Intermediate Clerk, Recurrent     (2.0)     (43,540       Indexing     Intermediate Clerk, Recurrent     (2.0)     (45,320       Polls & Officers     Election Assistant III     (1.0)     (45,320       Polls & Officers     Intermediate Clerk     (3.0)     (90,643       Election Material Processing			(0,0)	<b>(05 700</b> )
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Doc Analysis & Rec     Supvg Clerk, Recurrent     (4.0)     (131,475       Doc Analysis & Rec     Supvg Prop Conv Examiners     (2.0)     (84,746       Doc Receipt & AV     Intermediate Clerk     (2.0)     (60,429       F&M - Financial Services (Mailroom)     Clerk, Recurrent     (2.0)     (43,540       F&M - Procurement     Clerk, Recurrent     (1.0)     (22,553       F&M - Procurement (Inv & Supp)     Clerk, Recurrent     (2.0)     (43,540       Indexing     Clerk, Recurrent     (2.0)     (43,540       Indexing     Intermediate Clerk, Recurrent     (2.0)     (43,540       Indexing     Intermediate Clerk, Recurrent     (2.0)     (43,540       Indexing     Intermediate Clerk, Recurrent     (2.0)     (58,332       Polls & Officers     Election Assistant III     (1.0)     (45,320       Polls & Officers     Election Assistant III     (1.0)     (45,320       Election Material Processing     Election Assistant III     (1.0)     (45,320       Election Material Processing     Election Assistant III     (1.0)     (30,214       Executive Office			· · · /	
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Doc Receipt & AV     Intermediate Clerk     (2.0)     (60,429)       F&M - Financial Services (Mailroom)     Clerk, Recurrent     (2.0)     (43,540)       F&M - Financial Services (Mailroom)     Int Sup Clerk, Recurrent     (1.0)     (36,393)       F&M - Procurement     Clerk, Recurrent     (2.0)     (43,540)       Indexing     Clerk, Recurrent     (2.0)     (43,540)       Indexing     Clerk, Recurrent     (2.0)     (43,540)       Indexing     Intermediate Clerk, Recurrent     (2.0)     (43,540)       Indexing     Intermediate Clerk, Recurrent     (2.0)     (43,540)       Indexing     Intermediate Clerk, Recurrent     (2.0)     (43,540)       Polls & Officers     Clerk     (4.0)     (90,210)       Polls & Officers     Intermediate Clerk     (3.0)     (90,643)       Election Material Processing     Election Assistant III     (1.0)     (45,320)       Quality Review     Supvg Clerk, Recurrent     (2.0)     (66,738)       Real Estate Records     Data Control Clerk     (2.0)     (60,429)       Computing Services     Computer Systems			· · · · ·	
F&M - Financial Services (Mailroom)     Clerk, Recurrent     (2.0)     (43,540)       F&M - Financial Services (Mailroom)     Int Sup Clerk, Recurrent     (1.0)     (36,393)       F&M - Procurement     Clerk, Recurrent     (1.0)     (22,553)       F&M - Procurement (Inv & Supp)     Clerk, Recurrent     (2.0)     (43,540)       Indexing     Clerk, Recurrent     (2.0)     (43,540)       Indexing     Intermediate Clerk, Recurrent     (2.0)     (43,540)       Indexing     Intermediate Clerk, Recurrent     (2.0)     (43,540)       Polls & Officers     Election Assistant III     (1.0)     (45,320)       Polls & Officers     Election Assistant III     (1.0)     (45,320)       Polls & Officers     Intermediate Clerk     (3.0)     (90,643)       Election Material Processing     Election Assistant II     (1.0)     (45,320)       Quality Review     Supvg Clerk, Recurrent     (2.0)     (66,429)       Computing Services     Computer Systems Sch I     (1.0)     (35,743)       Executive Office     Student Professional Worker     (1.0)     (32,745)       F&			· · · · ·	
F&M - Financial Services (Mailroom)     Int Sup Clerk, Recurrent     (1.0)     (36,393)       F&M - Procurement     Clerk, Recurrent     (1.0)     (22,553)       F&M - Procurement (Inv & Supp)     Clerk, Recurrent     (2.0)     (43,540)       Indexing     Clerk, Recurrent     (2.0)     (43,540)       Indexing     Intermediate Clerk, Recurrent     (2.0)     (43,540)       Indexing     Intermediate Clerk, Recurrent     (2.0)     (43,540)       Polls & Officers     Clerk     (4.0)     (90,210)       Polls & Officers     Election Assistant III     (1.0)     (45,320)       Polls & Officers     Intermediate Clerk     (3.0)     (90,643)       Election Material Processing     Election Assistant III     (1.0)     (24,505)       Quality Review     Supvg Clerk, Recurrent     (2.0)     (60,429)       Computing Services     Computer Systems Sch I     (1.0)     (35,743)       Executive Office     Intermediate Clerk     (1.0)     (32,745)       F&M - Binancial Services (Mailroom)     Intermediate Cashier     (1.0)     (32,745)       F&M - Financial Service			· · · · ·	
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		Election Assistant III	(1.0)	(45,320)
SUBTOTAL (64.0) \$ (2,023,174	Network Services	Sr Systems Aid	(1.0)	(45,789)
	SUBTOTAL		(64.0)	\$ (2 023 174)