



COUNTY OF LOS ANGELES  
**REGISTRAR-RECORDER/COUNTY CLERK**  
12400 IMPERIAL HWY. – P.O. BOX 1024, NORWALK, CALIFORNIA 90651-1024

**CONNOR 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.

- Reengineering of Recorder Operations

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,

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CONNY B. McCORMACK  
Registrar-Recorder/County Clerk

CMC: AS

Attachment

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

The Honorable Board of Supervisors  
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<b>REGISTRAR-RECORDER/COUNTY CLERK</b>			
<b>Proposed Budgeted Position Changes</b>			
Section/Unit	Position Title	Number of Positions	Annual Cost
<b>ADDITIONS:</b>			
Finance & Management	Head, Management Services	1.0	\$ 87,442
ADM, Various	Assistant Division Manager	8.0	650,728
ARR Assistant	Administrative Services Mgr. II	1.0	76,032
ARR Assistant	Program Analyst	4.0	277,602
Elec Prep / Doc Rec & AV	Senior Clerk	1.0	34,050
Elec Prep / Voter Outreach	Election Services Supervisor	1.0	42,168
Elec Svcs/Information Svcs Division	Election Programs Coordinator	1.0	70,086
Elec Svcs/Lead Pollworker Program	Election Programs Coordinator	1.0	70,086
Elec Svcs/County Pollworker	Administrative Assistant II	1.0	51,502
Election Svcs/Field Reps	Administrative Assistant II	1.0	51,502
Elec Svcs/Pollworker Academy	Administrative Assistant III	1.0	57,401
Elect Svcs/Student Pollworker	Administrative Assistant II	1.0	51,502
F&M - Budget	Administrative Services Mgr I	1.0	70,086
F&M - Financial Services	Accounting Systems Tech.	1.0	54,232
F&M - Financial Services	Sr. Accounting Systems Tech	1.0	70,954
Procurement	Administrative Assistant III	1.0	57,401
Classification	Administrative Services Mgr II	1.0	76,032
HR - Recruitment/Selection	Departmental Personnel Asst.	1.0	37,242
Info Svcs / Legislation	Administrative Assistant III	1.0	57,401
Executive Support	Administrative Services Mgr. II	1.0	76,032
<b>SUBTOTAL</b>		<b>30.0</b>	<b>\$ 2,019,481</b>
<b>OFFSETS:</b>			
Birth, Death, and Marriage	Supvg Clerk, Recurrent	(2.0)	\$ (65,738)
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)	(84,746)
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	(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)	(58,332)
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)	(45,320)
Election Material Processing	Election Assistant I	(1.0)	(24,505)
Quality Review	Supvg Clerk, Recurrent	(2.0)	(65,738)
Real Estate Records	Data Control Clerk	(2.0)	(60,429)
Computing Services	Computer Systems Sch I	(1.0)	(35,743)
Executive Office	Intermediate Clerk	(1.0)	(30,214)
Executive Office	Student Professional Worker	(1.0)	(19,998)
F&M - Budget	Election Assistant III	(1.0)	(45,320)
F&M - Financial Services	Intermediate Cashier	(1.0)	(32,745)
F&M - Financial Services (Mailroom)	Intermediate Clerk, Rec	(1.0)	(29,166)
F&M - Financial Services (Mailroom)	Supvg Clerk, Recurrent	(1.0)	(32,869)
F&M - Inventory & Supplies	Supvg Clerk, Recurrent	(1.0)	(32,869)
HR - Employee Relations	Intermediate Clerk, Rec	(1.0)	(29,166)
HR - Recruitment/Selection	Intermediate Clerk, Rec	(1.0)	(29,166)
HR - Rotating Task Force	Intermediate Clerk	(1.0)	(30,214)
HR - Training	Election Assistant II	(1.0)	(31,967)
Inf Services Division	Election Assistant III	(1.0)	(45,320)
Network Services	Sr Systems Aid	(1.0)	(45,789)
<b>SUBTOTAL</b>		<b>(64.0)</b>	<b>\$ (2,023,174)</b>
<b>TOTAL NET CHANGE - (SAVINGS)/COST</b>		<b>(34.0)</b>	<b>\$ (3,693)</b>