

**LOS ANGELES COUNTY
CITIZENS ECONOMY AND EFFICIENCY COMMITTEE**

ROOM 743, HALL OF ADMINISTRATION / 500 WEST TEMPLE / LOS ANGELES, CALIFORNIA 90012 / 625-3611, Ext. 64605

Raymond Arbuthnot
John C. Bollens
Max Candiolly
Myron J. Carr, Jr.
P. S. Magruder
Mrs. Wayne Licher
Kiyoshi Maruyama
Irvin Mazzei
Maurice McAlister
Harold C. McClellan
Lee McNitt
Ferdinand Mendenhall
Robert Mitchell
A. C. Rubel
Mrs. Benjamin Erick Smith
J. B. Roche,
Executive Secretary

MINUTES

FULL COMMITTEE MEETING

DATE: May 5, 1966
PLACE: Room 739, Hall of Administration
TIME: 8:30 A.M.

Attendance

Committee Members:

A.C. Rubel, Chairman
Harold C. McClellan, Vice Chairman
Raymond Arbuthnot
Myron J. Carr, Jr.
Mrs. Wayne Licher
Edward Macke
Kiyoshi Maruyama
Irvin Mazzei
Maurice McAlister
Robert Mitchell
Burke Roche, Executive Secretary

Advisors:

L.S. Hollinger, Chief Administrative Officer
J.R. Leach, Asst. Chief Administrative Officer
T.E. Durkee, Chief, Management Services Division
John R. James, Chief, Personnel Division
Roy Hoover, Chief, Special Services Division
Robert E. Howard, Chief, Budget Division
Harry Hufford, Asst. Chief, Budget Division
C.R. Schoeppe, Chief, Capital Projects Division

Others:

Fred Folks, Organization Analyst, North American Aviation

Mr. Rubel called the meeting to order at 8:40 a.m. As the first order of business, he reviewed in detail the report on "Organization Planning in County Government," prepared by Mr. Folks. Mr. Mitchell stated that it is an exceptional report and that Mr. Folks is to be congratulated on his fine work. Mr. Rubel announced that a letter had been sent to North American Aviation expressing the Committee's appreciation for Mr. Folks' study and report.

Mr. Mazzei moved that the Committee accept the report and Mr. Mitchell seconded the motion. All members were in favor.

Mr. Rubel asked if the advisors had any suggestions for revisions to the report. Mr. Leach questioned the listing on Page 12 of departments having duplicatory or overlapping functions. Mr. Durkee stated that people in the County organization would disagree with the listing. Mr. Folks stated that if the department listing would be detrimental to the overall report, he was in favor of deleting it. Mr. McClellan so moved and it was seconded by Mr. Mitchell. The Committee approved the motion.

Mr. Macke asked about the reference to the conflict between the County Charter and the Administrative Code on Page 17. Mr. Folks stated that he had discussed the conflict in the two instruments with Mr. Hollinger and that the County Counsel had been called in to interpret the statements. He indicated that the County Counsel's interpretation did not dispel the need for more clarity in the documents themselves. Department heads, for example, differ about the authority of the CAO, as indicated by their response to the questionnaire circulated by the Organization and Management Task Force.

Mr. McClellan stated that if the authority to delegate is in the Charter, it should be delegated. Mr. Hollinger stated that the Board has delegated all the authority that they care to delegate. Mr. Rubel pointed out that the Committee would like to have it made clearer in writing what delegations have been made.

There was a brief discussion on whether or not the Charter should be changed. Mr. Mazzei pointed out that the report does not ask for a Charter change, only a clarification of the authority delegated to the Chief Administrative Officer. Mr. Mitchell stated that if this confusion exists, then it should be brought to the attention of the Board.

Mr. Leach recommended a change in the wording of the report eliminating the statement that a conflict exists between the Charter and the Administrative Code but including a recommendation to clarify the delegation of authority to the CAO in the Administrative Code. A majority of the Committee voted against making a change in the wording.

On motion by Mr. McAlister, the Committee then approved the report with the one amendment approved earlier by the Committee. Mr. Rubel announced that presentation to the Board would be made on May 24, at 9:30 a.m. He stated that all Committee members should try to attend.

Mr. Rubel next reviewed the Civil Service report with the members and advisors. Mr. Mazzei questioned why the report recommended an interim appointment of a Secretary and Chief Examiner rather than a permanent appointment. Mr. Roche explained that this allowed the Commission to make an appointment of a manager from outside the Department as the Committee recommended, but did not eliminate the opportunity later of appointing someone from within the Department. Mr. Rubel reported that Mr. Roche and he had met with Mr. Capen and Mr. Albert on May 3rd to review the Committee's recommendations with the Commissioners. (Mrs. Mahoney had not attended the meeting, apparently through some confusion about the meeting place.) Mr. Rubel stated that the Commissioners did not challenge this recommendation at the meeting.

Mr. Rubel also reported that Mr. McClellan, Mr. Roche and he had met with Supervisor Chace on April 21 and had reviewed both the report on County organization and the report on Civil Service operations.

Mr. Mazzei requested permission to contact Mrs. Mahoney and review the recommendations in the report with her. This permission was given.

On motion by Mr. McAlister and second by Mr. McClellan, the Committee approved the report, with Mr. Mazzei abstaining. Mr. Rubel announced that the report would be presented to the Board of Supervisors on June 8th at 9:30 a.m.

Mr. Rubel reported on the status of the Salary Study. He said that further study needed to be made of the arguments which had been submitted to the Committee by union representatives and that a thorough analysis of the pros and cons on each issue should be made before the Committee submitted its report.

Mr. Rubel then reported on Mr. Hollinger's request that the Committee conduct a study of executive compensation in the County, making use of outside specialists. He stated that the Committee had secured the services of McKinsey & Company to outline the study procedure and estimate the cost and the time required for the study. He reported that McKinsey & Company had estimated that the study would take four to five months at an approximate cost of \$50,000. The estimate was based on the use of two outside specialists who would work with the assistance of two personnel analysts in the Chief Administrative Office. Mr. Rubel requested approval by the Committee of the plan of action. On a motion by Mr. Arbuthnot, the Committee approved the plan.

At Mr. Rubel's request, Mr. Folks reviewed the charts which accompany the report on County Organization. These charts had been brought down from the Graphic Arts Unit where they were being prepared as slides for the presentation to the Board.

There being no further business, Mr. Rubel adjourned the meeting at 10:55 a.m.