

LOS ANGELES COUNTY
ECONOMY AND EFFICIENCY COMMISSION

ROOM 163, HALL OF ADMINISTRATION / 500 WEST TEMPLE / LOS ANGELES, CALIFORNIA 90012 / 974-1491

Dr. Warren H. Schmidt, Chairperson
Gloria Starr, Vice Chairperson

M I N U T E S

FULL COMMISSION MEETING

November 2, 1977

George E. Bodle
Dr. Catherine G. Burke
John D. Byork
Anne S. Collins
Dr. Mario Di Giovanni
Dr. Carolyn L. Ellner
Jerry Epstein
Milton G. Gordon
Richard S. Gunther
Hugh L. Henshaw
Mary Jane Kidd
Leo A. Majich
Robert Ruchti, II
Luis A. Ruiz
George Shellenberger
Larkin Teasley
Bryan Walker

Burke Roche
Executive Secretary
John Campbell
Staff Specialist
Maxlynn Larsen
Commission Secretary

MEMBERS PRESENT:

Warren Schmidt, Chairperson
Catherine Burke
John D. Byork
Mario Di Giovanni
Carolyn Ellner
Jerry Epstein
Richard Gunther
Hugh Henshaw
Mary Jane Kidd
Robert R. Ruchti
Luis Ruiz
George Shellenberger
Gloria Starr
Bryan Walker

MEMBERS ABSENT:

George E. Bodle
Margaret Paterson Carr
Anne Collins
Milton Gordon
Leo Majich
Larkin Teasley

Warren Schmidt called the meeting to order at 9:40 a.m. The Commission discussed the agenda as follows:

1. Report on the County Management Conference.

Warren Schmidt reported that the fall conference of County managers had been held on October 20 and 21 in Costa Mesa, where he had been invited to make a presentation. The subject of the conference was "A Public Image of Los Angeles County Government." He said that at the previous spring conference which he had attended, the theme had centered around three "A's" - Advancements, Achievements, and Accomplishments. At this conference, he said what the County needed to add are four "E's" - Economical, Efficient, Effective, and Educable.

On this theme he asked the County managers to comment on two questions regarding what the Economy and Efficiency Commission could do to improve the government's effectiveness and to educate the public. He asked the County managers to put their comments on cards and he and Burke Roche had tabulated the results. He asked Burke Roche to report.

Roche reported that the principal subjects which the managers felt the commission should study were 1) organizational problems, such as duplication of functions, 2) the productivity and cost effectiveness of County services, 3) authority and compensation of County managers, 4) the overprotective procedures of the Civil Service system, and 5) the failure to emphasize positive achievements. The last theme, Roche said, was continually repeated in comments on the second question regarding the public's view of County government. The E & E Commission, the managers felt, should stress the positive aspects as well as the negative in its reports and press releases.

Warren Schmidt concluded that he felt that communication with County managers is extremely important. The commissioners agreed that as previously discussed County managers, beginning with Harry Hufford, should be invited to make presentations at meetings of the full commission.

2. Progress Report on the Task Force Study on New County Formation.

Mary Jane Kidd, chairperson, reported that the task force held a meeting on October 19, at which it had reviewed a number of issues involved in the study. Burke Roche and John Campbell had reported on the first meetings of the South Bay and Peninsula County Formation Review Commissions. Erwin G. Barnet was elected chairperson of the South Bay group and Robert Mallano, chairperson of the Peninsula group. The principal discussion at both meetings covered requirements and procedures for selection of staff.

The E & E staff have conducted a number of interviews with city officials in the affected areas. They have also established procedures with concerned County departments for obtaining data, in particular computer data, with the purpose of a) determining the degree of interdependence present in County and regional services, b) identifying conditions which distinguish communities from one another, and c) obtaining indicators of demand for County services in each community.

Catherine Burke's USC class in local government will also assist in collecting and analyzing pertinent information. Burke Roche and John Campbell met with the class and reviewed appropriate projects for class members.

Mrs. Kidd discussed the structure of the report which she said is scheduled for release early next year. Richard Gunther emphasized that the report should not only cover problems in the current structure of government but should also emphasize alternative structures in the

order of their practicability in resolving these problems. Catherine Burke emphasized that the problem was not just the structure of County government but the structure of government in the entire region. Mrs. Kidd announced that representatives of the League of California Cities have been invited to make presentations at the next task force meeting regarding possible alternatives.

3. Report and Discussion on the Establishment of the Task Force on Civil Service and Personnel Administration and Participation of USC Faculty.

Warren Schmidt announced that, as the commission had voted, a new task force has been created on Civil Service and Personnel Administration. The task force consists of Catherine Burke, chairperson, Robert Ruchti, Hugh Henshaw, Larkin Teasley, John Byork, Carolyn Ellner, Margaret Carr and Bryan Walker.

He asked Catherine Burke to report. Burke said that she had met with Warren Schmidt, Gloria Starr and Burke Roche to discuss what the task force will be doing. Staff assistance will be limited because most staff resources will be devoted to the Task Force on New County Formation. The task force will review the entire spectrum of personnel systems. In particular, it will review the civil service system, which was essentially devised in the 19th century to prevent abuse of political power. Is it appropriate to present needs and existing systems?

Supervisor Edelman plans to conduct a public hearing on his motion to transfer the civil service appellate function to the negotiating process with unions. This hearing is scheduled for next year. The task force plans to enlist the assistance of a number of faculty members in the School of Public Administration at USC. Warren Schmidt and Catherine Burke have met with this faculty group. Members are interested in a number of areas which the task force will study. One faculty member, Gerald Cadden, has offered to give every Friday to the study. Other schools may also be interested in providing assistance. **This assistance** should prove helpful in exploring different problem areas and different types of personnel systems. The first meeting of the task force is scheduled for Thursday, November 17, 9:30 a.m.

Warren Schmidt reported that he had talked with Scotty Campbell, chairman of the U.S. Civil Service Commission. The U.S. Commission has formulated some fairly radical recommendations for changes in the Federal civil service system, which they are presenting to President Carter. Recommendations include such changes as doing away with the automatic step increase and putting that money into a pool which is available to reward the really effective departments or units, so that there is an actual cash bonus of significance going to units that do a good job. The recommendations are directed primarily

to giving more flexibility to management in the public sector. He said there are thus some interesting things in the wind that this task force can capitalize on.

4. Report on the Task Force on Superintendent of Schools and Board of Education.

Carolyn Ellner, chairperson, reported that the task force had met that morning prior to the full commission meeting. It had identified a number of issues and problems for study. The staff time is limited because of the priorities of the other studies. There are three types of issues: 1) structural 2) operational and 3) administrative. For example, a structural issue was created five years ago when the Board of Supervisors transferred to the office of the County Superintendent of Schools many functions previously the responsibility of the Board. This enabled the establishment of a separate tax rate, but created a problem of accountability. All Counties, except five in the State, elect the County Board of Education. Another problem is that the Superintendent provides services to the many school districts in the County but receives no user charges for these services. There are other issues to deal with. The task force, which consists of Carolyn Ellner, Anne Collins, Mario Di Giovanni and Gloria Starr, will continue reviewing them with whatever staff assistance that can be made available.

5. Report on the Meeting with Supervisor Edelman and the Student Intern Position.

Warren Schmidt asked Gloria Starr to report on the meeting that they had had with Supervisor Edelman to review the commission's current plans and projects. Gloria Starr reported that they discussed the two principal studies on New County Formation, and Civil Service and Personnel Administration. Supervisor Edelman expressed a high degree of interest and support for both studies. They discussed the five other study areas which the commission members had expressed interest in. They also reported on the use of people in the academic world to assist the commission studies. In addition, they discussed extra funding for a student intern from Claremont Graduate School to assist the commission on a Federal work study program. Edelman said to write a letter to him describing the proposal.

Warren Schmidt said that the report on the student intern position was scheduled as the last item on the agenda and suggested that it be taken up at this time.

Carolyn Ellner reported that the commission had had the services of two student interns last year for one and two days a week for a period of five months. Eighty percent of the stipend was paid by a Federal grant

and 20% by the Claremont Graduate School. Claremont paid the 20% because the students were officially assigned to a professor at Claremont. This arrangement, however, is no longer possible. If the commission needs this assistance in the future, Claremont will require that the County sign a contract to provide 30% of the funding.

Ellner reported that a candidate, Maxine Sparks, is available for the position. Both Burke and she feel Miss Sparks is highly qualified. She is a candidate for a Doctor's Degree in Government and Public Administration and received her Master's Degree in Public Administration at USC. She has served as an aide in the California State Legislature and was Acting Director for the Office of Inter-Governmental Relations in the City of Compton.

Burke Roche said that over a period of six months the County would pay between 200 to 300 dollars for its share and the student would work approximately 12 hours a week for the E & E Commission.

Mary Jane Kidd made the motion to prepare a letter to Supervisor Edelman requesting the County's approval of the contract for the student intern, seconded and voted unanimously by the commission.

6. Tape of the Presentation to the Board of Supervisors of the Report on the County Budget by Warren Schmidt and Mario Di Giovanni.

The commission listened to the presentation by Warren Schmidt and Mario Di Giovanni to the Board of Supervisors of the report on the County budget. The report, as Warren Schmidt explained to the Board, covered sixteen different recommendations on the affect of programs and services amounting to \$462 million in the budget. After the presentation, Supervisor Hayes commented that he was deeply impressed with the work and the intensity of the study. He said the Board needs to seriously look at these issues, not only this year but in future years. Supervisor Ward stated that the commission should consider the development of this type of information as one of its most consequential functions.

John Campbell reported that the County has been acting in a number of areas recommended by the commission, but that further follow-up is needed. Follow-up of previous commission recommendations had been set as one of the commission's seven study priorities. Warren Schmidt reported that Gloria Starr, Richard Gunther and he were meeting on November 22, to specifically plan a follow-up program on the recommendations in this and other commission reports.

7. Report of the Board Action on the Health Services Department.

Warren Schmidt asked Burke Roche to report. Roche reported that the Board had conducted a hearing on Supervisor Hahn's proposal to break up the Health Services Department into four separate departments - hospitals, mental health, community health and veterinarian. He said that Warren Schmidt, Mary Jane Kidd and he had met with Acting Director of Health Services, Jerry Chamberlin. Mary Jane Kidd had served as an E & E Commission representative on the Health Services Planning Committee, which after a three year study, recommended consolidation of the four departments. Result of the meeting was the letter which Warren Schmidt sent to the Board of Supervisors supporting continuation of the present structure. The letter had been reviewed and approved by the full commission.

Roche reported that Chamberlin had performed very effectively at the Board hearing. The Board voted 4 to 1 to continue the single department. The chairperson and another member of the Mental Health Advisory Board had appeared to advocate splitting off the Mental Health Department as a separate department. The Board indicated that they felt Chamberlin had been doing an effective job in resolving the problems of the department and that they should continue to support his efforts and hold him accountable.

8. Report on the Weekend Retreat of the Commission on Native American Indians.

Warren Schmidt observed that the next item ties in with some of the things Dr. Ellner's Task Force on Community Relations has considered. That is the orientation and training of members of commissions and committees.

He said that a colleague of his at USC, Dr. Shirley Fiske, is a member of the Los Angeles City-County Native American Indian Commission. She told him that the commission had scheduled a retreat for Saturday and Sunday, October 22 and 23 in Desert Hot Springs. The purpose of the retreat was to review the operation of the commission and she asked Dr. Schmidt to recommend resource people to assist them. Schmidt recommended a doctoral student at UCLA, Ken Shepard, who is skilled at planning programs and conducting meetings, to be facilitator and Burke Roche to act as a resource person on the operation of commissions and committees in the County. Doug Steele, of the County Administrative Office, was also invited to provide information on County organization structure and procedures.

The retreat was financed by the County. Roche reported that he felt that the retreat was clearly productive, that under the direction of Ken Shepard the commission worked through the development of current goals, objectives, methods of operation and specific projects. In the beginning, the

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commission members had reflected a high degree of confusion and frustration about their role and what they were supposed to do as a commission. Although some members had been meeting for over a year they had no direction, very little information about how the County was organized, where they were headed and what they should be doing. The consensus at the end of the retreat was that they had clarified their objectives and goals effectively. While they were not minimizing the problems, they had developed a clear, concrete plan of action.

Warren Schmidt adjourned the meeting at 11:40 a.m.

BR:pr