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## **Economy & Efficiency Commission**

# **Meeting Minutes**

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### **MINUTES OF THE REGULAR MEETING ECONOMY AND EFFICIENCY COMMISSION**

9:30 A.M. WEDNESDAY, MAY 7, 1997  
KENNETH HAHN HALL OF ADMINISTRATION

#### **I. CALL TO ORDER**

Chairman Abel called the meeting to order at 9:50 a.m

#### **II. ATTENDANCE**

##### **COMMISSIONERS PRESENT**

David A. Abel  
Fred Balderrama  
Gunther Buerk  
John Crowley  
David Farrar  
Jonathan Fuhrman  
Louise Frankel  
Jaclyn Tilley Hill  
Michael A. Jimenez  
Chun Lee  
Carole Ojeda-Kimbrough  
Roman Padilla  
William Petak  
Robert Philibosian  
Marc A. Seidner

##### **COMMISSIONERS EXCUSED**

Richards D. Barger  
Robert L. Glushon  
Christopher W. Hammond  
H. Randall Stoke  
Julia E. Sylva  
Tony Tortorice

##### **COMMISSIONERS ABSENT**

None

Moved, Seconded and Approved: The Commission members noted above be excused.

Mr. Staniforth stated that, as requested at the last meeting, the Commissioners will receive a report on commissioner attendance for the preceding 12 meetings with the agenda mailing.

Chairman Abel stated there has been difficulty starting the meeting on time and in achieving and maintaining a quorum. He asked if changing the start time of the meeting would improve the current situation. Commissioner Philibosian recommended that meetings start at 9:30 a.m. with regular business, regardless of quorum, and if people arrive late they will miss that part of the meeting. This will encourage people to be on time in order to participate in the meeting. Vice-Chairman Farrar agreed. Chairman Abel stated that this issue would be revisited at the next meeting.

### III. CONSIDERATION OF MINUTES

Moved, Seconded and Approved: The minutes of the April 4, 1997 Commission Meeting be approved.

### IV. INTRODUCTION & ANNOUNCEMENTS

Glenn Caddick of Local 660 introduced himself as a visitor to the Commission.

Chairman Abel informed the Commission that Merrick Bobb, Special Counsel to the Sheriff's Department, would make a short presentation to the Commission on a report released Monday under the Public Comment section of the meeting.

### V. OLD BUSINESS

#### 2. Constitutional Revision Commission

Task Force Co-Chair Philibosian reported the task force's report to the Board for Thursday, May 8th, had been rescheduled until the CAO was available to meet and discuss certain issues.

Mr. Staniforth stated that approximately 1/3 of the recommendations in the report were adopted, another 1/3 of were referred back to the CAO/EEC to collaborate on the implementation of the Government Structure Task Force (GSTF) provisions, and the remaining 1/3 were referred back to the EEC for suggestions on how to implement the recommendations concerning the Metropolitan Community Charter Commission, i.e. membership, roles and responsibilities, requirements, etc. A document for the review of the CAO on the GSTF implementation has been submitted to that office. The CAO is currently occupied with the budget and other responsibilities and requested more time to review the situation. The Executive Office has been notified of the current status.

Task Force Co-Chair Abel asked Vice-Chairman Farrar for his impressions of the task force presentation to the Board. Vice-Chairman Farrar stated that presentation was well orchestrated and included respected members of the community, familiar to the Board, who voiced their support for our report. This is the type of advocacy the Commission should strive to achieve with every report. Chairman Yaroslavsky commented that he thought this report had the potential of being the most significant endeavor the Board will undertake this decade.

Chairman Abel stated that the supporters included in the presentation were: Fred Silva, former Executive Director, CCRC; Mark Pisano, SCAG; Ron Bates, California League of Cities; Michael George, J. P. Morgan; and John A. Perez, UFCW.

#### 4. Real Asset Management

Task Force Chairperson Farrar reported that he met with Thornton Ibbetson, the Real Estate Commission Chair, and they are interested in a leadership role in this project. As soon as a firm is selected as a consultant by the CAO, then the committee consisting of members of interested commissions will begin work.

Commissioner Hill stated that she is concerned that the Real Estate Commission has had many opportunities to be more aggressive and assert a leadership position in this matter and they have not acted. She believes that the effort must come from the EEC in order for this project to move forward. Commissioner Frankel agreed. Task Force Chairperson Farrar stated that EEC can have a leadership role as Vice-Chair, but believes that protocol dictates that the Real Estate Commission have a leadership position, if it desires. The key to success will be the follow-up with the CAO which is enhanced by the selection of a consultant.

Commissioner Petak stated that the Local Government Services Commission is interested in this subject. At a recent meeting they had a presentation by SCAG on how to use their access system (GIS) to deal with the real property

dilemma. He suggests that a cooperative effort between the County and interested cities might be beneficial. Task Force Chairperson Farrar stated that a unified approach to the problem is an issue that can be raised with the CAO consultant.

#### 1. Collections Project

Task Force Chair Jimenez reported that the task force had its first meeting. Currently, there is no centralized system for the County to collect its debts. The issue of collections management in Los Angeles County is large problem with three basic areas:

1. Many County departments have delinquent receivables that may never be collected
2. Some delinquent receivables are too small for it to be cost effective to collect them, i.e. \$50 and \$75
3. There are government agencies that are delinquent in their payments to Los Angeles County

In order to narrow the scope of the project, the task force will find out how each of the departments handles collections and then decide which area of the collections issue to examine. The end of November is the target completion date.

The task force is aware of the importance of due process in the collection of debt, since any payment 30 days past due can be reported to a credit agency (TRW) which has a significant impact on a business' or individual's credit record. The task force will be meeting with the Probation Department to discuss their new collections system.

Two types of consultants are being considered to assist in this project. One would be a research assistant, and the other would be a consultant knowledgeable in the area of collection management who would provide guidance in developing recommendations for the Board.

Lockheed Martin has offered to loan an executive to assist in this project. This opportunity will be offered to other companies in this field.

Commissioner Petak added that in addition to due process, verification of debt is an import part of this process. This is closely related to departments that include this debt in their budgets as revenue, for if the debt is not valid, then neither is the budget. In addition, how much of the debt is inter-county debt will also affect the budget.

Commissioner Ojeda-Kimbrough inquired about the use of bounty hunters. Chairman Abel stated that issue will be examined.

Commissioner Petak stated that the issue of bounty hunters is exactly why he believes it is important to give all information and collection management system businesses an opportunity to participate in this study in the same way Lockheed Martin is loaning an executive. Then if outsourcing is recommended by the task force, one company will not have an unfair advantage in receiving that contract. Chairman Abel agreed.

#### VI. PRESENTATION -

[Elaine Reardon, Ph. D., Research Economist  
Milken Institute  
Topic: Modeling the Los Angeles City Tax Structure](#)

#### VII. PUBLIC COMMENT

Chairman Abel introduced Merrick Bobb, Special Counsel to the Los Angeles Board of Supervisors. Recently, he released a semi-annual report on the Sheriff's Department and the progress of the 1992 Kolts Report.

Mr. Bobb stated that the Kolts Report was instigated as a result of a number of factors, including, skyrocketing cost of policeman's conduct litigation, the Rodney King beating, and 4 controversial shootings involving the L.A. County Sheriff's Department in the summer of 1991. Mr. Bobb served as general counsel on the investigation that resulted in the Kolts Report. To insure the implementation of the recommendations in the report, the Board appointed Mr. Bobb as special counsel to oversee and monitor the implementation.

The recommendations of the Kolts Report have been very successful. Upon implementation, the force-related case-load dropped dramatically. Also, there was a drop in the cases alleging police misconduct. County exposure has decreased 30% from the base year of 1991, which is a savings of approximately \$30 million dollars. All of this has occurred with a rise in the number of arrests.

In contrast, the LAPD's number of arrests has declined, but the ratio of force-related incidents has remained the same.

Commissioner Petak asked if an analysis had been done on the types of incidents handled by the Sheriff's Department and LAPD. Mr. Bobb replied yes and both of departments police similar areas.

Commissioner Seidner asked what are the average amounts of settlements and awards. Mr. Bobb replied that litigation is a trailing indicator and the cases that are pending today, arose out of activity from 5 or more years ago. He believes that the next few years will see a decrease in the amount money paid by the County, because the cases are different in terms of seriousness, number and exposure.

Commissioner Fuhrman asked if there was any type of watch dog system in place that records and informs an officer's supervisor when he is found guilty of misconduct. Mr. Bobb replied that an automated tracking system called PPI (Personal Performance Index) records instances where an officer has a sustained complaint, is subject of a citizen complaint, involved in litigation, or uses force. This system is not use to punish the officer, rather it is a pointer system for managers to have access to information they need to effectively manage their station. The managers are judged on how well they manage risk within their station and each manager must submit a risk management plan to the department.

Commissioner Hill asked if the climate and culture of the criminal population had changed dramatically in the past few years. Mr. Bobb replied that the population in the County jail system is more dangerous and high risk than ever, as a result of 3 strikes.

Mr. Bobb stated that the most important aspect of this issue is to scale down risk while not compromising officer safety.

Chairman Abel thanked Mr. Bobb for his time and stated that the Commission may examine this issue in the future.

## **VI. NEW BUSINESS**

### 1. Civil Service - Commissioner Fuhrman

Due to time constraints, this item was postponed until the June meeting.

## **VIII. ADJOURNMENT**

On a motion from the floor, Chairman Abel adjourned the meeting at 11:45 p.m.

Respectfully submitted.



Bruce J. Staniforth  
Executive Director

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Respectfully submitted.

A handwritten signature in black ink, appearing to read "Bruce J. Staniforth", is positioned below the text "Respectfully submitted.".

Bruce J. Staniforth  
Executive Director

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