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Economy & Efficiency Commission Meeting Minutes

MINUTES OF THE REGULAR MEETING ECONOMY AND EFFICIENCY COMMISSION

WEDNESDAY, JUNE 5, 1996
ROOM 830, KENNETH HAHN HALL OF ADMINISTRATION
500 West Temple St., Los Angeles, CA 90012

Editorial Note: Agenda sections may be taken out of order at the discretion of the chair. Any reordering of sections is reflected in the presentation of these minutes.

I. CALL TO ORDER

Co-Chairman David Farrar called the meeting to order at 9:40 a.m. and announced that Chairman Buerk had been delayed and requested that the meeting be started without him.

II. ATTENDANCE

COMMISSIONERS PRESENT

David A. Abel
Richard D. Barger
Gunther Buerk
Harry Cooper
David Farrar
Louise Frankel
Jonathan Fuhrman
Robert Glushon
Jaclyn Tilley Hill
Michael A. Jimenez
Chun Lee
Carole Ojeda-Kimbrough
Roman Padilla
Robert Philiposian
H. Randall Stoke

Julia E. Sylva

COMMISSIONERS EXCUSED

John Crowley

William Petak
Tony Tortorice

COMMISSIONERS ABSENT

Fred Balderrama
Albert Vera

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

III. CONSIDERATION OF MINUTES

Moved, Seconded and Approved: The minutes of the May 1, 1996 Commission Meeting be approved.

IV. INTRODUCTIONS AND ANNOUNCEMENTS

1. Mr. Staniforth made several introductions:

a. Mary McCloud will be assisting him in the administration of the office and commission activities. Ms. McCloud had worked for the Commission last year in the same capacity.

b. Gil Siegel a consultant on the Unincorporated Areas Report. Mr. Siegel will assist with the discussion of that report during today's meeting.

c. Supervisor Burke requested that Richard Davies maintain his position on the Local Government Commission and he agreed to remain the liaison to the Economy and Efficiency Commission.

2. Mr. Staniforth announced that everyone should have received three documents:

d. A copy of a letter to the Board indicating the Commission's actions on the Health Care Report.

e. A copy of the Asset Management report summary sent to the Quality and Productivity Commission at the request of Commissioner Hill.

f. An updated roster which reflects that Commissioner Abel is now a part of the Unincorporated Study.

3. Commissioner Hill thanked Mr. Staniforth for his expediency in getting the Commission's summary and reports to the Quality and Productivity Commission. She stressed the importance of sharing information between Commissions so efforts are not duplicated.

V. OLD BUSINESS

Vice-Chair Farrar requested that the first item on the agenda, Unincorporated Areas, be discussed after the other topics.

1. Real Asset Management

Task Force Chairperson Farrar reported that he contacted Klaus Marx, the head of Real Estate Management for the County, and he suggested that the Commission contact Sharon Yonashiro before meeting with him. Due to ISD reorganization, Real Estate Management was moved to the CAO's office and falls under Ms. Yonashiro's responsibilities. Both Chairperson Farrar and Mr. Staniforth believe that under the CAO there is a more global view of the county's needs. They plan to meet with Ms. Yonashiro this month.

2. Natural History Museum

Commissioner Stoke reported that Commissioner Crowley spoke twice with Ms. Banning in Supervisor's Antonovich's office. In Ms. Banning's first response she stated that they did not want anything to affect the Berkshire stock to the museum. The second time Commissioner Crowley spoke with her she said she was aware that, if they did not take action by June 30th, no action could be taken. Commissioner Stoke thanked Commissioner Crowley for his efforts and stated that until a follow up is initiated by this Commission, it appears that there will be no action from the Supervisors.

Commissioner Farrar stated that it is important in all of the Commission's reports to conduct follow ups. The only way to insure action is with conscientious follow up. Deputies of the Supervisors are the most instrumental in assisting in follow up. Commissioner Farrar advised the Commissioners to keep in contact with the Deputies of the Supervisors who appointed them.

3. Department of Health Services

At the request of the Task Force Chairperson Tortorice, Mr. Staniforth reported that he received a copy of an internal memo from the Department of Health Services. This memo gave a status report on the Commission's recommendations. Half of the recommendations are being implemented at present another 8 will be implemented in the future, and the Department disagreed with 18 of the recommendations. The Task Force has been given this information. Mr. Staniforth believes it is necessary to get formal communication from the Department in the form of a report, have them make a presentation to the Task Force, and have the Task Force give a report to the Commission on the Department's concerns.

Mr. Staniforth stated that there were several report follow ups scheduled in the near future: ISD, Purchasing Department, DHS, Natural History Reports. While these are not new topics, they require the commitment of significant staff resources.

4. Department of Human Resources

Mr. Staniforth reported that the Board had ordered the two departments of DHS and DHR to develop a pilot project. When completed the Commission was asked to comment for the Board.

Commissioner Farrar acknowledged that the Commission's requirements for follow up have created a continual accumulation of work for the Commission and Staff. Commissioner Farrar complimented Mr. Staniforth on his diligent follow up.

5. Internal Services (ISD) Restructuring

Mr. Staniforth reported that many changes had been implemented as a result of the Commission's recommendations. Currently he is in the process of reviewing these actions, as well as, conducting a Purchasing Department Audit. Mr. Staniforth said that the Chairman prioritized the follow up reports that are current and impending.

Commissioner Frankel inquired about the status of the Pension Fund Report recommendations. Mr. Staniforth replied that the CAO is in the process of preparing a response to that report and he would put the Pension Fund Recommendations on the follow up list. Commissioner Fuhrman expressed interest in a follow-up of the recommendations and mandates. Mr. Staniforth stated that the CAO report will most likely address many of the Commissioners' concerns and he will distribute it when the office receives a copy.

Commissioner Farrar stated that he joined the Commission shortly after the Pension Fund Report was completed. He asked if there had been a special ad hoc task force created specifically for that report. Commissioner Frankel replied that it was a standard task force called The Pension Fund Task Force. Commissioner Farrar stated that, when needed, it would be appropriate to reconstitute the task force as opposed to an administrative follow-up.

6. Department of Public Social Services (DPSS)

At the request of Task Force Chairperson Petak, Mr. Staniforth reported that he and Task Force Chairperson Petak had developed a model illustrating the problem. They took this model to Katherine Barger in Supervisor Antonovich's office to determine which of the many aspects of the problem to focus on. Ms. Barger came to the conclusion that due to the vastness of the situation and the pending revisions to the welfare system, it would be best to put this project on the back burner until the legislative positions are clarified. Eddy Tanaka agreed with this approach. Ms. Barger is also concerned with precluding the new DPSS Director's ability to manage and develop that department.

Commissioner Fuhrman asked if delaying our action on the topic meant that it would be raised by the Board. Mr. Staniforth replied yes.

7. Delivery of Municipal Services to Unincorporated Areas

Task Force Chairman Padilla thanked the task force, Mr. Siegel, and Mr. Staniforth for their efforts on the report. Due to the absence of task force members, Commissioner Petak and Commissioner Crowley, Task Force Chairperson Padilla stated they would not move to approve the report today, it would only be brought up for discussion.

Task Force Chairperson Padilla gave background on the study. The primary thesis of the report is how do we improve the level of services to people who live in unincorporated areas. There are almost a million people who live in unincorporated areas. In terms of population this equals the third largest city in the state. Political representation via elected officials is much less for individuals in unincorporated areas. Their primary representation is the Board.

Issues of cost of services lead to larger issues of structure, the requirements of individuals in these areas, delivery, budget, and implementation. There needs to be a unified policy of how the County takes care of them. It appears that in some instances, unincorporated residents are frustrated at the lack of consistency and accountability in which services

are delivered.

An example of the problem is fire station location. As demonstrated in a map on page 25 of the report, one unincorporated area's contracted fire department would have to pass two Los Angeles City fire stations on its way to a fire in that unincorporated area.

Mr. Siegel stated that the unincorporated areas are really "islands", some of them are small others are incredibly large. Alternative service delivery is a key factor in dealing with the problem. Politics also plays a major role in what services are contracted. There needs to be a review of standards that would provide more accurate information with which to make efficient decisions in providing services to the unincorporated areas.

Commissioner Sylva who was appointed to the task force while the study was in progress agreed that the lack of accountability is shocking.

Commissioner Barger suggested that it is equally important to communicate to the individuals in the unincorporated areas what decisions are being made and why they are being made.

Task Force Chairperson Padilla pointed out that citizens in these areas have been informally organizing and lobbying for an increase of services. The County is not addressing all of the issues due to political pressures placed on the Supervisors. We need to put in place standards so this would not effect decisions on services. There is a conflict of city versus county budget issues

Commissioner Fuhrman pointed out that the county has a commitment to the level of service provided to these islands, but not to be the sole provider of services - they can be contracted out. Although he does not agree with everything in the report, he is behind the recommendations that focus on political sensitivity. However, we must be honest about the magnitude of the changes we are recommending, especially the changes needed for the County accounting system.

Commissioner Stoke cautioned against making examples out of fire departments, because many of them are located in contract cities that are contracted to provide services to certain areas. Commissioner Frankel asked what does "direct a department head level unincorporated municipal services committee" mean? Task Force Chairperson Padilla responded that "municipal service delivery" refers to public works, sheriffs, parks and recs., etc. These are departments associated with the city. The committee would organize the heads of these different departments to monitor, on a continual basis, the best way to serve areas. Commissioner Frankel felt that there was a less awkward way to describe that.

Commissioner Stoke suggested that they not create new department heads, but let that be a part of the CAO responsibility. Commissioner Fuhrman stated that they were not creating new heads of departments, but organizing the individuals who are currently in place as department heads.

Vice-Chair Farrar stated that since the report would be submitted for approval next month, those commissioners who had not yet had an opportunity to read the report, do so. He also stated that he was very pleased with the level of participation and discussion that had taken place. In summary, he felt there were two important issues being addressed: 1) Representation, and 2) Efficiency in the delivery of services.

Commissioner Stoke reiterated that he was concerned about this Commission forming a committee which would interfere with the Board's duties. Commissioner Farrar stated that the suggested committee would report to the Board.

Commissioner Hill stated that there are critical social issues to be dealt with in addition to provision of services. There must be cooperation between the city and unincorporated areas. We must be careful not to foster a class system where the "have-nots" live in the unincorporated areas. The cities need to be aware that that will create a negative spillover. The unincorporated areas must have specific rights to allow for a good quality of life.

Commissioner Fuhrman asked what is the jurisdictional relationship between the Board and LAFCO? Can the Board direct LAFCO? It is his understanding that LAFCO does not answer to anyone. He suggests a lobbying effort with Sacramento to change the statutes that LAFCO operates under, or change the wording of Recommendation #20 to include the phrase "The Board shall direct LAFCO..."

Commissioner Frankel asked if the previously mentioned committee was one umbrella committee that would oversee all unincorporated areas or several small organizations that would handle specific areas. Commissioner Fuhrman responded that he understood that this committee would be a policy setting group rather than a day to day review of how we deliver services.

Vice-Chair Farrar turned over the meeting to Chairperson Buerk who apologized for being late. Chairperson Buerk reminded the Commission that this study was started when the Commission heard a presentation from the CAO's office and were informed that there was no separate budget for providing municipal services to the unincorporated areas. He

urged the Commission to remember that individuals in the unincorporated areas are represented. They elect a Board of Supervisors, and each Board member has district offices, as well as, a deputy. A systematic approach to providing services is what is needed. The Board needs to have a better understanding of what funds are needed and available, and what the deficiencies are with the current system. The Board should also consider subsidizing the current funds, through taxes. etc.

Chairperson Buerk commended the task force on their hard work and advised them that this report must be voted on at the July meeting. He then advised any Commissioners who had comments on the report to get them to Mr. Staniforth within one week

VI. PRESENTATION - Sgt. Karen Green, Office of Security Management Topic: *Status Report on County Security Management*

Sgt. Karen Green gave background on the forming of the Office of Security Management: In December of 1990 the Economy and Efficiency Commission made recommendations to the Board that they take an aggressive stand on the security needs and issues effecting Los Angeles County. From those recommendations the Office of Security Management was created in February 1991. The direction was given from the Board to the CAO to contract with the Sheriff to staff this office. Originally there was a lieutenant and a sergeant, but Lieutenant Taylor was removed from the Security Management due to health problems in early January. Currently, the office consists of Sgt. Green with no support staff.

The mandate that was given was to plan, to recommend, to evaluate, to control, to monitor and to report directly back to the Board via the CAO on all security matters. Sgt Green's number one priority is the safety of County employees and individuals coming into the County structures. This includes:

1. **Threat Assessment** - all death and serious violence threats that may be received by a County employee from a client, co-worker, or other individual. There is a zero tolerance for any threat of violence made against a County employee. A threat policy was formally introduced shortly after the Office of Security Management's formation.
2. **Crime Reports** - The Commission had been very concerned with the inequity of crime reports and now we have a system where, within 24 hours of an incident a crime report is filled out and faxed directly to Sgt. Green. Those reports are compiled into quarterly reports with how many crimes and of what type are being committed in the buildings. Last year there were over 6,000 criminal acts in our buildings, up from 4,800 the previous years. The majority of these incidents occur in Health Services and in the parks.

Commissioner Frankel expressed her happiness that this particular recommendation was instituted. When the Commission had made the report there were no records kept of what criminal activity happened where.

Sgt. Green stated that she has had a lot of support from the CAO. The inputting for these reports is done by two secretaries in the Office of Emergency Management.

3. **Violence in the Workplace Seminars** - These help predict how dangerous an individual may be and if they will be a threat in the work place.
4. **Personal Safety Training** - This was started by Sgt. Stall.
5. **Security Assessment Audits** - These are conducted on major facilities.
6. **Badge Management** - Any requests for a badge in Los Angeles County, other than those for the Sheriff, comes to the CAO's office for review. There are strict guidelines in place for who can receive a badge - the individual must be a peace officer.

Commissioner Barger asked how disgruntled, armed spouses are handled. Sgt. Green responded that training sessions are held for all departments on how to recognize potential violence in the workplace. The number one cause of death for women in the workplace is violence because of a spouse or boyfriend. When an explosive situation is identified the number one priority is to protect the employee. They are moved, their phone is changed, even a confidentiality clause is added to their driver's license. The employee is also counseled on how to act in the event of a violent situation. Sgt. Green is placing a threat assessment policy sheet in all County paychecks so people know what is in place to protect them.

Chairperson Buerk remarked that the numbers of incidents seems to be escalating quickly. Is this due to the fact that there is finally an accurate reporting system in place or is it a reflection of the times? Sgt. Green replied that the increase in incidents is due to the increase in reporting. All departments have been repeatedly asked to report every

incident.

Last July, 150 members of Local 660 came up through the firescape, burglarized the entryway and took over Sally Reed's office. Sgt. Green sequestered Ms. Reed in a back office, called LAPD and they arrested 12 of the members. They were loud, disorderly and were basically holding three secretaries hostage at their desks. Once it was publicized that this behavior would not be tolerated, the violent acts that were happening during the budget talks began to decrease. Also, there were a number of bomb threats and malicious behavior by disgruntled employees. A Countywide Security Task Force was formed. This task force meets once a month normally, and during the budget they meet once a week. Any department that is effected by layoffs, etc. is represented on that task force.

Sgt. Green feels that the proactive nature of the Office of Security Management has lead to the strongest control and understanding of security in the County than there has ever been.

Commissioner Barger asked if departments cooperated with her in the action to protect employees. Sgt. Green replied yes and that in the form employees fill out to report an incident they are directed to call her if they do not get the type of response they need from their supervisor.

Chairperson Buerk asked how effective our recommendations were and how can we help now. Sgt. Green said the only recommendation that was not implemented was appointing an advisory council to assist the County-wide Security Manager to develop policy and standards. The Office of Security Management set up their own task force, with representatives from all over the county. Currently, they are involved in the consolidation of the safety police issue.

VII. NEW BUSINESS

Commissioner Ojeda-Kimbrough suggested that Commissioners' e-mail addresses be included on the roster. Chairperson Buerk agreed that would be a good idea.

Chairperson Buerk stated that there are many projects that the Commission is following up on currently. He feels that this is not the main focus on the Commission. The Commission's main focus is to look at new opportunities to make improvements in County operations. We should take a look at where the County has responsibilities, does it also have authority. If not we should recommend changes. An example is the courts. The County has the responsibility to run the courts, but no authority over them. This would be a topic for the Economy and Budget Task Force. With the consent of the Commission he asked Task Force Chairperson Philibosian to prepare a work plan for that for the July meeting. Commissioner Philibosian agreed. Chairperson Buerk stated that there is a need for more Commissioners on this task force.

VIII. ADJOURNMENT

On a motion from the floor, Chairman Buerk adjourned the meeting at 11:50 a.m.

Respectfully Submitted,



Bruce J. Staniforth
Executive Director

[Go to June 5, 1996 Agenda](#)

[Return to July 10, 1996 Agenda](#)



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