

# *Citizens' Economy & Efficiency Commission*

*Los Angeles County  
Est. 1964*

*Synopsis of Publications  
1965-2005*



*June 2005*

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# Mission & Members

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## Mission

The purpose of the Commission is to examine any function of county government at the request of the Board of Supervisors, on its own initiative, or as suggested by others and adopted, and to submit recommendations to the Board which will improve local government economy, efficiency, and effectiveness.

*Citizens'  
Economy  
& Efficiency  
Commission  
Los Angeles County  
Est. 1964*

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# Economy & Efficiency Commission

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## Who We Are...

In 1964 the Los Angeles County Board of Supervisors adopted County Ordinance 3.16 which established the Los Angeles County Citizens' Economy and Efficiency Committee. After nine years, the Board re-designated the Committee as a Commission. The County Ordinance under which the Commission derives its authority provides for the appointment of twenty-one Commissioners; four appointments by each of the five Supervisors with the twenty-first appointment being the preceding year's Foreperson of the Los Angeles County Grand Jury. Commissioners are appointed to serve a two-year term, but may serve longer if requested to do so by their appointing Supervisor.

The commissioners, as recognized leaders within the public service, corporate, legal and academic segments of society, bring a uniquely focused perspective to the Commission's review and analysis of local government policy, management and operations. Capitalizing on their experience in these diverse backgrounds, the commissioners are able to provide local government with a distinctive and valuable advisory resource, while acting as a vital bridge between local government and its citizens.

## What We Do...

The Economy and Efficiency Commission has been established to examine any function of County government at the request of the Board of Supervisors, on it's own initiative, or as suggested by others. The Commission conducts reviews of all aspects of local government policy management, and operations. Upon the completion of these reviews, the Commission submits its recommendations to the Los Angeles County Board of Supervisors. The objective of these recommendations is to improve the economy, efficiency and effectiveness of local government.

Throughout it's history the Commission has conducted research and undertaken studies on how to best improve local government, The Commission has published 163 reports, position paper, letters and associated documents on various issues covering the following areas: Organizations, Operations, Real Asset Management, Risk Management, Legislation, Courts, Contracting, Local Government Policy, County Security, and Commission related documents.

## How We Do It...

More than at any other time in history, local government is faced with increasing demands for services, while being continually challenged by changes in available resources. As a result of these pressures, it is more critical than ever that the Economy and Efficiency Commission provides local government with purposeful citizen input to assist in: seeking the most effective means of utilizing its resources; improving local government service delivery; recognizing the imperatives of innovation; seeking techniques for improved accountability; and retaining the respect and trust of its citizens. In accomplishing these objectives the Economy and Efficiency Commission has achieved a distinguished reputation for excellence and has become a national and international model for citizen involvement in local government.

Each commissioner contributes to this effort on a voluntary basis through attendance at Commission meetings held throughout the year during which issues are discussed. Commissioners also serve on one or more issue focused task forces that meet as needed. In total, these individuals volunteer hundreds of hours annually with the objective of improving local government and advancing the cause of citizen participation.

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The information on the following pages catalogs the documents produced by the Economy and Efficiency Commission since its inception in 1964. The documents in this synopsis are divided into two sections; first, a chronological listing and second, a section that chronologically lists the summaries of each document within each of the ten project categories. The ten project categories of the Commission are identified below under statistical information.

This publication has been developed to assist those persons interested in the work of the Commission in finding those documents that may be useful to them. Copies of any document listed herein may be obtained from the Commission's web site (<http://eec.co.la.ca.us>) or by contacting the Economy and Efficiency Commission Office.

## Legend Explanation

A legend has been placed immediately below the title of each document as a reference for the reader. The caption provides:

- The month and year the document was published,
- The Reference Number of each document indicating it's sequence of issuance,
- A code identifying the type of document, as follows,
  - S** Study conducted by the Commission with or without the support of consultants.
  - P** A Position Paper in which the Economy and Efficiency Commission states a position regarding an initiative, proposition, or issue of concern.
  - L** A Letter of the Economy and Efficiency Commission.
- The number of pages in the document
- Category of the Document

A sample of this legend would be: **March 1972 (24, L, pp. 2)** and **(Organization)**

## Statistical Information

<b>SOURCE OF PROJECT INITIATION</b>	
108	Projects completed at the request of the Board of Supervisors.
57	Projects resulting from Commission actions.
2	Projects undertaken at the request of a Department
<u>167</u>	

<b>NUMBERS OF TYPES OF PROJECTS</b>	
136	Studies
7	Position Papers
24	Letters
<u>167</u>	

<b>PROJECT CATEGORIES</b>	
44	County Organization
38	County Operations
8	Asset Management
2	Risk Management
17	Legislation
6	Courts
5	Contracting
20	Policy
4	Security
23	Commission Documents
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# Chronological Listing of Publications

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		<b>Summary On Page</b>
<b>2005</b>		
167	<b>Jun:</b> Executive Succession Management in Los Angeles County (Operations)	11
166	<b>Jun:</b> Synopsis of Publications 1965-2005, Citizens' Economy and Efficiency Commission (Commission)	23
<b>2004</b>		
165	<b>Nov:</b> Video Arraignment and its Potential for use in the County Criminal Justice System (Operations)	11
164	<b>Sep:</b> Addressing Workers Compensation Fraud in Los Angeles County (Operations)	11
<b>2003</b>		
163	<b>Jul:</b> Synopsis of Publications 1965-2003, Citizens' Economy and Efficiency Commission (Commission)	23
162	<b>Apr:</b> Response to E-mail on Hall of Records Lighting Conditions (Operations)	11
161	<b>Jan:</b> Review and Recommendations for Master County Event Calendar (Operations)	11
<b>2002</b>		
160	<b>Dec:</b> Report to the Board of Supervisors on the Activities of the Los Angeles County Citizens' Economy & Efficiency Commission (Commission)	23
159	<b>Nov:</b> Commission's Position on the Los Angeles County Administrative Systems (LACAS) (Operations)	11
158	<b>Nov:</b> Monitoring Current Audit Recommendations (Operations)	11
157	<b>Jul:</b> Synopsis of Publications 1965-2002, Citizens' Economy and Efficiency Commission (Commission)	23
156	<b>Feb:</b> A Review of Emancipation Services (Operations)	12
<b>2001</b>		
155	<b>Jul:</b> Review of the Effectiveness of the Los Angeles County Grand Jury (Courts)	19
154	<b>Apr:</b> Review of the Actions in Response to "Accountability and Municipal Service Delivery to Unincorporated Areas" Report (Operations)	12
<b>1999</b>		
153	<b>Feb:</b> Synopsis of Publications 1965-1998, Citizens' Economy and Efficiency Commission (Commission)	23
<b>1998</b>		
152	<b>Dec:</b> Economy and Efficiency Commission Report Writing Guide (Commission)	23
151	<b>Aug:</b> Evaluation of Receivables Tracking and Collections Systems: A Blueprint for Change (Operations)	12
150	<b>Jun:</b> EEC Follow-up to the 1996-97 Grand Jury Recommendation Concerning expanding the Services Provided by the Office of the Ombudsman (Operations)	12
149	<b>Mar:</b> Synopsis of Publications 1965-1997, Citizens' Economy and Efficiency Commission (Commission)	23
<b>1997</b>		
148	<b>Nov:</b> An Investigation into the Processing of an Employee's Suggestion (Operations)	12
147	<b>Feb:</b> Review of the Relationship between Los Angeles County and State Government (Policy)	20
146	<b>Jan:</b> Synopsis of Publications 1965-1996, Citizens' Economy and Efficiency Commission (Commission)	24
<b>1996</b>		
145	<b>Oct:</b> Internal Services Department (ISD) Restructuring Review (Organization)	6
144	<b>Jul:</b> Accountability and Municipal Services Delivery to Unincorporated Areas (Operations)	12
143	<b>Jan:</b> A Review of the Report Issued by the Health Crisis Manager Entitled "Governance of the Department of Health Services" (Organization)	6
142	<b>Jan:</b> Synopsis of Publications 1965-1995, Citizens' Economy and Efficiency Commission (Commission)	24

	<b>1995</b>	
141	<b>Oct:</b> Reengineering Patient Care at Los Angeles County's Department of Health Services (Organization)	6
140	<b>Sep:</b> Asset Management Strategies for the Los Angeles County Real Estate Portfolio (Real Asset Management)	15
139	<b>Aug:</b> Report on the Consolidation of the Department of Health Services Human Resources Function with the Department of Human Resources (Organization)	6
138	<b>Jun:</b> Review of the Proposed Restructuring of the Internal Services Department (Organization)	6
137	<b>May:</b> Risk Management and Liability Cost Study Follow-Up (Risk Management)	16
136	<b>Apr:</b> Analysis of the Collections and Collection-Based Activities of the Natural History Museum of Los Angeles County (Organization)	6
135	<b>Mar:</b> Legislative Reform: Addressing Critical Economic Issues (Legislation)	17
	<b>1994</b>	
134	<b>Dec:</b> The Management of Juries within Los Angeles County (Courts)	19
133	<b>Jun:</b> Synopsis of Publications 1965-1993, Citizens' Economy and Efficiency Commission (Commission)	24
132	<b>Mar:</b> A Model to Evaluate the Performance & Objectives of Los Angeles County Commissions, Committees, & Task Forces (Operations)	12
131	<b>Mar:</b> 1993 Annual Report, Citizens' Economy and Efficiency Commission (Commission)	24
	<b>1993</b>	
130	<b>Sep:</b> Los Angeles County Risk Management Program Review (Risk Management)	16
129	<b>Sep:</b> A Strategy to Reduce Retirement Costs within Los Angeles County (Operations)	13
128	<b>Jul:</b> Development of Los Angeles County Cafeteria Plan Design Strategies to Reduce Retirement Costs (Operations)	13
127	<b>Jun:</b> A Review of Actions Taken by Los Angeles County on Proposition "A" Contracting Requirements (Contracting)	19
126	<b>May:</b> County Budget and Economic Growth (Legislation)	17
125	<b>Mar:</b> Synopsis of Publications 1965-1992, Citizens' Economy and Efficiency Commission (Commission)	24
124	<b>Mar:</b> 1992 Annual Report, Citizens' Economy and Efficiency Commission (Commission)	24
	<b>1992</b>	
123	<b>Nov:</b> Los Angeles County Policies and Practices Governing Retirement Eligible Benefits (Operations)	13
122	<b>Jul:</b> Public Access to Decision Making - Los Angeles County Board of Supervisors (Policy)	20
121	<b>May:</b> Civil Disturbance (Policy)	20
	<b>1991</b>	
120	<b>Aug:</b> Recommendations for the Internal Services Department (ISD) (Organization)	6
119	<b>Aug:</b> Real Property Management & Development in Los Angeles County (Real Asset Management)	15
118	<b>Jul:</b> Contracting Task Force Report and Recommendations (Contracting)	20
117	<b>Jun:</b> Report of the Task Force on Sunset Alternatives (Commission)	24
	<b>1990</b>	
116	<b>Oct:</b> Security Systems in Los Angeles County Government (Security)	22
115	<b>Jul:</b> The Position of Deputy to the County Executive (Organization)	6
114	<b>Jul:</b> Report on the Executive Structure of Los Angeles County Government (Organization)	6
	<b>1989</b>	
113	<b>Feb:</b> Family Services in Los Angeles County Government - Vol. II (Organization)	7
112	<b>Feb:</b> Family Services in Los Angeles County Government - Vol. I (Organization)	7
	<b>1988</b>	
111	<b>Dec:</b> Role of the Chief Administrative Office and Asset Management in Los Angeles County (Organization)	7
110	<b>Oct:</b> A Joint Organizational and Process Study of the Department of Beaches and Harbors, Parks and Recreation, Public Library and Facilities Management Department (Organization)	7
109	<b>Oct:</b> Adopted Contracting Policies (Contracting)	20
108	<b>Jun:</b> Report on Children's Social Services in Los Angeles County - Vol. II (Organization)	7
107	<b>Jun:</b> Report on Children's Social Services in Los Angeles County - Vol. I (Organization)	7



	<b>1987</b>	
106	<b>Aug:</b> Report on Contracting Policy in Los Angeles County Government (Contracting)	20
	<b>1986</b>	
105	<b>Dec:</b> Property Management in Los Angeles County Government (Real Asset Management)	16
104	<b>Aug:</b> Implementation of Commission Recommendations Concerning Security Systems (Security)	23
103	<b>Jul:</b> Hearing Procedures of Regional Planning (Operations)	13
102	<b>Jun:</b> Implementation of County Reorganization and Systems Improvements: Agricultural Commissioner/ Weights and Measures (Operations)	13
	<b>1985</b>	
101	<b>Dec:</b> Implementation of County Reorganization and Systems Improvements (Operations)	13
100	<b>Jun:</b> Medical Examiner/Coroner (Organization)	7
99	<b>Apr:</b> Facilities Management Department Organizational and Development Study (Organization)	8
	<b>1984</b>	
98	<b>Oct:</b> Security Systems in Los Angeles County Government (Security)	23
	<b>1983</b>	
97	<b>Jun:</b> Decision Making and Organization - Los Angeles County Government - Vol. III (Operations)	13
96	<b>Jun:</b> Decision Making and Organization - Los Angeles County Government - Vol. II (Operations)	13
95	<b>Jun:</b> Decision Making and Organization - Los Angeles County Government - Vol. I (Operations)	14
	<b>1982</b>	
94	<b>Jun:</b> Mechanical Department (Organization)	8
93	<b>Jun:</b> Status of Economy and Efficiency Commission Recommendations on Court System (REVISED) (Courts)	19
92	<b>May:</b> Status of Economy and Efficiency Commission Recommendations on Court System (Courts)	19
91	<b>Jan:</b> Inventory and Materials Management (Real Asset Management)	16
	<b>1981</b>	
90	<b>Oct:</b> Materials Management and Inventory Control (Operations)	14
89	<b>Oct:</b> Report on the Court System Vol. 2 - Los Angeles County (Courts)	19
88	<b>Oct:</b> Report on the Court System Vol. 1 - Los Angeles County (Courts)	19
	<b>1980</b>	
87	<b>Jul:</b> Selected Current Civil Service Issues (Operations)	14
86	<b>Jun:</b> Attachment B - Report on the Economy & Efficiency Commission (Commission)	24
85	<b>Feb:</b> Proposition 13 in Los Angeles County - Before and After (Legislation)	17
	<b>1979</b>	
84	<b>Sep:</b> Contracting for Security Services (Security)	23
83	<b>Jan:</b> Challenge for the 1980's: Can We Govern Ourselves? (Policy)	20
	<b>1978</b>	
82	<b>Oct:</b> Statement on County Proposition "A" Contracting with Private Firms (Contracting)	20
81	<b>Aug:</b> Cost Reduction in Los Angeles County Government (Operations)	14
80	<b>Jul:</b> Report on the Economy and Efficiency Commission, 1976-1977 (Commission)	24
79	<b>May:</b> Statement on Proposition 8 and Senate Bill 1, the Behr Bill (Legislation)	17
78	<b>May:</b> Impact of New County Formation (Organization)	8
77	<b>Apr:</b> Statement on Proposition 13, The Jarvis-Gann Initiative (Legislation)	17
76	<b>Apr:</b> Statement on Proposed County Charter Amendment "A" Deletion of the Prevailing Wage Clause (Legislation)	17
	<b>1977</b>	
75	<b>Dec:</b> Arbitration and Appeals Function of the Paramedic Commission (Legislation)	17
74	<b>Jun:</b> The Los Angeles County Budget – Selected Issues and Recommendations (Operations)	14
73	<b>Apr:</b> Request for Legislation Providing for the Appointment of 34 Additional Superior Court Judges (Legislation)	17
72	<b>Feb:</b> Recommendations on the Prevailing Wage Clause and the Automatic Salary Step Increase Plan (Policy)	21

	<b>1976</b>	
71	<b>Dec:</b> Operation of the West Los Angeles County Resource Conservation District (Operations)	14
70	<b>Oct:</b> Formation of Canyon County (Policy)	21
69	<b>Oct:</b> County Propositions "A" and "B" Elected Mayor and Size of the Board of Supervisors (Legislation)	17
68	<b>Sep:</b> Pros and Cons on Proposition "A" and Proposition "B" (Legislation)	18
67	<b>Sep:</b> Summary Report on the Activities of the Economy & Efficiency Commission (Commission)	24
66	<b>Sep:</b> Eliminating Automatic Step Increases and Controlling Supervisory Costs in Los Angeles County Government (Operations)	14
65	<b>Jun:</b> County Proposition "B" (Legislation)	18
64	<b>Jun:</b> Commission Structure for the Department of Public Social Services (Organization)	8
63	<b>May:</b> The New York City Crisis and Los Angeles County Government: Organization, Employment and Compensation (Organization)	8
62	<b>May:</b> Report on the Economy & Efficiency Commission – 1975 (Commission)	24
61	<b>Feb:</b> Proposed Charter Amendment to Remove Department Heads and Chief Deputies from Civil Service Status (Legislation)	18
60	<b>Jan:</b> The New York City Crisis and Los Angeles County Government (Organization)	8
	<b>1975</b>	
59	<b>Dec:</b> Report on the Department of Facilities (Organization)	8
58	<b>Nov:</b> Report on Commissions and Committee Assigned to the Department of Public Social Services (DPSS) (Organization)	8
57	<b>Nov:</b> Filling Vacant Elective Offices in Los Angeles County (Policy)	21
56	<b>Aug:</b> Report on the Paramedic Committee (Organization)	9
55	<b>Jun:</b> Establishment of Commissions and Committees in Los Angeles County Government (Policy)	21
54	<b>May:</b> Request to Review Recommendations for Change in the Arboreta and Botanic Gardens Ordinance (Organization)	9
53	<b>Apr:</b> Report on a Separate Auditor Department (Organization)	9
52	<b>Apr:</b> Recommendations on the Authority of the Employee Relations Commission (Policy)	21
51	<b>Feb:</b> Report on the Committee on Emergency Medical Care (Organization)	9
	<b>1974</b>	
50	<b>Dec:</b> Progress Report on a Separate Auditor Department (Organization)	9
49	<b>Dec:</b> Progress Report on Strengthening the Emergency Medical Care Committee (Organization)	9
48	<b>Dec:</b> Report on the Economy & Efficiency Commission – 1974 (Commission)	24
47	<b>Nov:</b> Commission and Committee Compensation in Los Angeles County Government (Policy)	21
46	<b>Oct:</b> Correcting Problems in the Present Civil Service System (Organization)	9
45	<b>Oct:</b> Report on the Business License Commission (Organization)	9
44	<b>Sep:</b> Operation of the Museum of Natural History (Organization)	9
43	<b>Jul:</b> County Chief Executive and Size of the Board of Supervisors (Organization)	9
42	<b>Jul:</b> Special Investigative and Management Audit Agency (Organization)	10
41	<b>Jun:</b> Appointing Authority and Operating Responsibility of the Arboreta and Botanic Gardens and the Otis Art Institute (Organization)	10
40	<b>Mar:</b> Appointment and Supervision of the Director of Regional Planning (Organization)	10
39	<b>Jan:</b> Appointment of County Department Heads (Policy)	21
	<b>1973</b>	
38	<b>Dec:</b> Civil Service and Collective Bargaining in Los Angeles County Government (Policy)	21
37	<b>Aug:</b> Request that the California Sate Assembly Conduct an Interim Committee Study Regarding Assembly Bill 1480 – Sheriff-Marshal Consolidation (Policy)	22
36	<b>Aug:</b> Consolidated Facilities Department (Organization)	10
35	<b>Aug:</b> Charter Proposals for the 1973 Special Election (Legislation)	18
34	<b>Jun:</b> Summary Report - E & E Commission – 1973 (Commission)	24
33	<b>May:</b> Charter Study Issues (Legislation)	18
32	<b>Apr:</b> Audit Function for the Board of Supervisors (Operations)	14
31	<b>Jan:</b> Design and Construction of the Criminal Courts Building (Real Asset Management)	16

	<b>1972</b>	
30	<b>Nov:</b> Summary Report - E & E Commission – 1972 (Commission)	24
29	<b>Nov:</b> Chief Administrative Officer's Recommended Construction Improvements Program (Real Asset Management)	16
28	<b>Sep:</b> Management of Construction Projects / Los Angeles County - Vol. II (Real Asset Management)	16
27	<b>Sep:</b> Management of Construction Projects / Los Angeles County - Vol. I (Real Asset Management)	16
26	<b>Aug:</b> Proposed Charter Amendments (Legislation)	18
25	<b>Jun:</b> Fire Protection Services in Los Angeles County (Operations)	14
24	<b>Apr:</b> Summary Report - E & E Commission – 1971 (Commission)	24
23	<b>Mar:</b> Amendments to the Report on the Department of Public Administrator-Public Guardian (Organization)	10
22	<b>Feb:</b> Report on the Department of Public Administrator - Public Guardian (Organization)	10
	<b>1971</b>	
21	<b>Jul:</b> Employee Relations and Salary Determination in Los Angeles County (Policy)	22
20	<b>May:</b> Consolidation of County Departments and Centralization of Public Information Function (Organization)	10
19	<b>Feb:</b> Summary Report - E & E Commission – 1970 (Commission)	24
	<b>1970</b>	
18	<b>Jul:</b> Study of the Los Angeles County Charter (Legislation)	18
	<b>1969</b>	
17	<b>Mar:</b> County Architectural Services (Operations)	15
	<b>1968</b>	
16	<b>Nov:</b> Advisory Commissions and Committees (Operations)	15
15	<b>Aug:</b> Changes to the Committee's Executive Salary Recommendations (Operations)	15
14	<b>May:</b> Executive Compensation in Los Angeles County Government (Policy)	22
13	<b>Feb:</b> Executive Compensation Study Evaluation (Policy)	22
	<b>1967</b>	
12	<b>Sep:</b> Consolidation of Sheriff-Marshall Bailiff and Civil Process Functions in Los Angeles County (Organization)	10
11	<b>Apr:</b> Executive Compensation Study (Policy)	22
	<b>1966</b>	
10	<b>Nov:</b> Recommended Board Action on County Compensation Policies and Practices Report (Policy)	22
9	<b>Aug:</b> County Compensation Policies and Practices (Policy)	22
8	<b>Aug:</b> Charter Amendment on Personnel Functions (Legislation)	18
7	<b>Jul:</b> Civil Services Recommendations (Organization)	10
6	<b>May:</b> Organization Planning in County Government (Organization)	11
5	<b>May:</b> Report on Civil Service Operations (Operations)	15
4	<b>Feb:</b> Preliminary Report on the Feasibility of the Propose Reorganization of the Department of Charities Contained in the Board Order 114, dated January 4, 1966 (Operations)	15
	<b>1965</b>	
3	<b>Nov:</b> Civil Service Operations (Operations)	15
2	<b>Oct:</b> Productivity in County Departments (Operations)	15
1	<b>Jun:</b> Validity of the Joint Salary Survey of March 1, 1965 (Policy)	22

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# Publications by Project Category

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## County Organization

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This Section presents a chronological listing of documents that address organizational issues within the County, such as a county department reorganization.

### **Internal Services Department (ISD) Restructuring Review**

*October 1996 (145, S, pp. 11)*

This report evaluates the restructuring of the Internal Services Department (ISD) as recommended by the Economy and Efficiency Commission and the County of Los Angeles Chief Administrative Office. The report analyzes these recommendations, considers the impact on the operations of ISD, evaluates the actions taken, and makes further recommendations for policy and operational improvements.

### **A Review of the Report Issued by the Health Crisis Manager Entitled "Governance of the Department of Health Services"**

*January 1996 (143, S, pp. 11)*

This report contains an analysis of the problems of governance and considers several key elements necessary to make an informed decision on this highly complex and long-ranging proposal. It points out several areas that impact on the adoption of a means of governing health services within Los Angeles County.

### **Reengineering Patient Care at Los Angeles County's Department of Health Services**

*October 1995 (141, S, pp. 136)*

This study explores strategies for revisions of urgent care services within the County of Los Angeles. A reengineering approach was selected because of the need for improvements in the quality of patient care and the need for cost reduction within the Department and County. Two urgent health care sites were reviewed in order to develop an analytical model that could be replicated elsewhere in the County.

### **Report on the Consolidation of the Department of Health Services Human Resources Function with the Department of Human Resources**

*August 1995 (139, S, pp. 32)*

This report presents a discussion of the Commission's position on the appropriateness of actions proposing the transfer of human resource functions to the Department of Human Resources

(DHR). The report makes alternative recommendations to increase the effectiveness of the Department and the County organizational structure. The issue addressed was how to best utilize the services of the DHR within the County structure.

### **Review of the Proposed Restructuring of the Internal Services Department**

*June 1995 (138, S, pp. 44)*

This report considers the current operations of the Internal Services Department (ISD) in light of recommendations made by the Chief Administrative Office and provides the Board of Supervisors with an analysis of the recommendations being proposed. Where the Commission felt it necessary, alternative or additional recommendations were made to increase the effectiveness of the Department and the County organizational structure. Emphasis is placed on the most appropriate structure with which to accomplish the functions currently assigned to ISD.

### **Analysis of the Collections and Collection-Based Activities of the Natural History Museum of Los Angeles County**

*April 1995 (136, S, pp. 63)*

This study makes public policy recommendations concerning the donation of the Natural History Museum's collections, including the possibility of contracting with educational institutions to assist in maintaining collections used in the conduct of basic research. It makes 37 recommendations to improve the operations and management of the Museum.

### **Recommendations for the Internal Services Department (ISD)**

*August 1991 (120, L, pp. 7)*

This letter was prepared in response to the Board's instruction to the Commission to reexamine the Board's policy controlling the funding of the ISD. The Commission recommended continuance of the existing policy of funding ISD through payments of those using its services.

### **The Position of Deputy to the County Executive**

*July 1990 (115, L, pp. 1)*

This letter strongly suggests that the Charter Amendment proposing the election of a County Executive also provide for the position of Deputy to the County Executive who will be responsible for managing the operations of the County.

### **Report on the Executive Structure of Los Angeles County Government**

*July 1990 (114, S, pp. 62)*

This report reviews the Charter Amendments for the November, 1990 ballot. The Commission recommends that the Board submit a Charter

amendment to the voters at the November 1990 election, creating the position of County Manager and restructuring the duties of County officials. It also recommends that the Board place a Charter amendment before the voters in the same general election to provide for the employment and compensation of the County Manager and Department Managers (except in departments headed by elected officials) as employees in the unclassified services.

**Family Services in Los Angeles County Government - Vol. II**

*February 1989 (113, S, pp. 143)*

Contains working papers and reference material that were used during the preparation of the Family Services in Los Angeles County Government, Vol. I.

**Family Services in Los Angeles County Government, Vol. I.**

*February 1989 (112, S, pp. 90)*

This study reviewed various organizations created by Los Angeles County to address the increasing needs of children, first studied in the Commission's, Report on Children's Social Services in Los Angeles County, Vol. I. The study recommends that the Board: improve the structure of the departmental service delivery system for social services, and, consolidate the staffing of the Child Sex Abuse Crisis Center Executive Board, the County-wide Criminal Justice Coordination Committee, the Domestic Violence Council, the Inter-Agency Council, and the Task Force on Drug Abuse into a unified staffing structure that reports within the Chief Administrative Office (CAO). Regarding commissions, the study recommends procedures to minimize the creation of additional commissions, enforce establishment of reporting requirements and sunset dates, and when appropriate, provide briefings by the CAO for all new citizens' commissioners. Annual reports by the CAO should be provided to commissioners presenting the state of the County and actions attributable to each commission's recommendations.

**Role of the Chief Administrative Office and Asset Management in Los Angeles County**

*December 1988 (111, S, pp. 94)*

The Commission evaluates the status of reorganization programs, with attention to recent actions affecting the role of the Chief Administrative Office, current vacancies in department head positions, and the status of system development. The Commission recommended that the Board: separate the operational responsibility for Facilities Management, Communications, Purchasing and Stores, Data Processing and Asset Development from the Chief Administrative Office; create an Internal Services Department by merging these departments, and appointing a director to manage the centralized functions. Additionally, the report recommends consolidating the Department of Beaches and the Department of Parks and Recreation.

**A Joint Organizational and Process Study of the Department of Beaches and Harbors, Parks and Recreation, Public Library and Facilities Management Department**

*October 1988 (110, S, pp. 64)*

As a result of the Board's interest in reducing the number of reporting departments, and the Commission's earlier suggestion that current department head vacancies might provide opportunities for reorganization, the Board authorized a joint project between the Commission and several departments to undertake a study of those departments.

**Report on Children's Social Services in Los Angeles County - Vol. II**

*June 1988 (108, S, pp. 110)*

Contains various working papers, data and other materials that the task force reviewed in the course of preparing Vol. I June 1988 (107, S, pp. 60).

**Report on Children's Social Services in Los Angeles County - Vol. I**

*June 1988 (107, S, pp. 60)*

Vol. I of this report summarizes the Commission's recommendations to improve services. The report recommends that the Board reorganize the County departmental structure for delivering protective services and reorganize the system of multi-jurisdictional councils working in fields affecting children's welfare. It also recommends that an adopted ordinance specify the scope and role of the Children's Advisory Commission, focus accountability for the results of County social services for children and families in a single individual, and curtail the potential for future actions which might tend to increase fragmentation, duplication, or confusion.

**Medical Examiner/Coroner**

*June 1985 (100, S, pp. 4)*

The Board instructed the Chief Administrative Office and the Commission to review the study by Carol Beck, et al, entitled "Morale and Motivation in the County Morgue" and to make short-term and long-term recommendations. The report states that the Medical Examiner had taken actions to relieve the deterioration in morale that occurred following reorganization. The Commission's report makes three recommendations. The first that the Los Angeles County's Medical Association and Bar Association request their appropriate committees to investigate public policy on transplants and tissue harvesting. The second to recommend actions, as appropriate, to local governments and the Legislature. The third was to suggest that the Medical Examiner consider alternative means to decentralize autopsy and related functions, using the resources of County or other hospitals within the region.

**Facilities Management Department  
Organizational and Development Study**

*April 1985 (99, S, pp. 45)*

This report contains recommendations for phased-in development of the overall organizational structure that was required for the Facilities Management Department to succeed. That Department had been formed through consolidation of several departments, based on Economy and Efficiency Commission recommendations. The major issues covered are affirmative action, training and development, management style, delivery of service, mission and organizational structure.

**Mechanical Department**

*June 1982 (94, S, pp. 14)*

The Economy and Efficiency Commission worked with the Chief Administrative Office in monitoring the implementation of past recommendations to improve operations of the Mechanical Department. The report states that the Department is over audited and recommended that the Board cease additional audits for at least 18 months, to give the Department time to plan, organize and accomplish the implementation of recommended improvements. It also recommended that the Board and department head place top priority on the effective use of current controls and management information systems, rather than on new systems development or applications of contemporary systems technology.

**Impact of New County Formation**

*May 1978 (78, S, pp. 53)*

The Commission's report involved AB 333, legislation which would divide the County into two or more counties, and on the various secession movements now taking place or under consideration concerning Los Angeles County. This study contains conclusions and recommendation on the issue of secession. In the second part of the report, "Challenge For The 1980'S: Can We Govern Ourselves?", the Commission evaluates legislative division of the County, consolidation proposals and other alternatives.

**Commission Structure for the Department of Public Social Services**

*June 1976 (64, S, pp. 13)*

The Commission report studied the citizens commissions assigned to the Department of Public Social Services (DPSS). Those Commissions are: the Public Social Services Commission (PSSC), the Commission to Review Public Social Services (CRPSS), and the Special General Relief Review Committee (SGRRC). The Economy and Efficiency Commission recommended that: the Board abolish the PSSC and the CRPSS, and replace them with a single Commission to be called the Commission for Public Social Service; the SGRRC be discontinued after completing its work in August, 1976; and, that County Counsel submit an ordinance amending the Administrative Code to establish new Commissions according to the Economy and Efficiency Commissions recommendations.

**The New York City Crisis and Los Angeles County Government: Organization, Employment and Compensation**

*May 1976 (63, S, pp. 40)*

The report proposed changes to improve the County's control of employment, compensation, and organization. It recommended that the Chief Administrative Office be delegated the authority to hire and/or dismiss, and be responsible, subject to Board approval, for direct supervision of the Building Services, Communications, Data Processing, Facilities, Mechanical, Personnel, and Purchasing Departments. Additionally, it recommended that a compensation review committee be established to annually review the County's compensation recommendations.

**The New York City Crisis and Los Angeles County Government**

*January 1976 (60, S, pp. 6)*

The Commission reviewed the factors leading to the financial crisis in New York City, and made preventative recommendations to safeguard Los Angeles County from a similar disaster. The Commission proposed to conduct a thorough and intensive study and issue a series of reports.

**Report on the Department of Facilities**

*December 1975 (59, S, pp. 11)*

The Board adopted and implemented the recommendations from the Commission's study, "Management of Construction Projects/Los Angeles County - Vol. II" September, 1972 (25, S, pp. 247), establishing a Facilities Department under one head and consolidating all major functions involved in the planning design and acquisition of County facilities. The Board subsequently requested the Commission to monitor the activities of the Department. After two years of operation the Department submitted its first annual report, which the Economy and Efficiency Commission reviewed. The Commission concludes that the Department has made substantial progress in two years, successfully implementing major recommendations from the Commission's report, and that \$39.9 million has been saved through reprogramming or redesign of projects.

**Report on Commissions and Committees Assigned to the Department of Public Social Services (DPSS)**

*November 1975 (58, S, pp. 6)*

The Economy and Efficiency Commission reviewed commissions and committees assigned to the Department of Public Social Services (DPSS). This report is the result of a request from the DPSS to the Board to approve the extension of two staff members' contracts on the Review Commission for two more years. The Economy and Efficiency Commission recommends that the Review Commission continue for one additional year to complete its current work and that the Chief Administrative Office and County Counsel negotiate and prepare the necessary contracts. It also recommends that, in the interim, the Chief Administrative Office, and Economy and Efficiency

Commission conduct a detailed study of the work of the DPSS Commissions to determine the most appropriate commission structure for the DPSS.

**Report on the Paramedic Committee**

*August 1975 (56, S, pp. 51)*

This is the Commission's addendum report to the "Report on the Committee on Emergency Medical Care" February, 1975 (43, S, pp. 39). This report examines the composition and functions of the Paramedic Committee. It recommends that the Board amend the ordinance to dissolve the Paramedic Committee and establish by ordinance a Paramedic Commission. Such a commission would promote fair treatment of all sectors of the community with an interest in providing paramedic training, services, and high quality paramedic care.

**Request to Review Recommendations for Change in the Arboreta and Botanic Gardens Ordinance**

*May 1975 (54, S, pp. 5)*

The Commission reviewed its previous recommendations made in the report entitled, "Appointing Authority and Operating Responsibility of the Arboreta and Botanic Gardens and the Otis Art Institute". The Commission recommends that the Ordinance be revised to allow directors, but not officers, of the four voluntary citizen supporting foundations and societies to serve on the Board of Governors, and that no other changes be made.

**Report on a Separate Auditor Department**

*April 1975 (53, S, pp. 31)*

The Commission's final report on a separate Auditor Department makes two recommendations. The first, that the Audit Division should remain within the organization of the Auditor-Controller. The second, that the Board request the Grand Jury conduct full scale audits of the Board offices, the Chief Administrative Office, and the Auditor-Controller at least once every three years.

**Report on the Committee on Emergency Medical Care**

*February 1975 (51, S, pp. 39)*

The Commission's report contains final conclusions and recommendations on the role of the Committee on Emergency Care. These included a list of responsibilities, principles of operation, composition and method of appointment of members, relationship to the paramedic committee, and communications with other groups.

**Progress Report on a Separate Auditor Department**

*December 1974 (50, S, pp. 3)*

The Economy and Efficiency Commission presents findings in their report on the Grand Jury's recommendation that the Audit Division of the Auditor-Controller's Office be made a separate department. The Commission recommended, in light of the crossover of duties of the Auditor and Controller in state law that changes needed to be made to the state law, County Charter, and County

Ordinance. Also, additional supervisory positions need to be created at an additional cost of \$150,000 annually.

**Progress Report on Strengthening the Emergency Medical Care Committee**

*December 1974 (49, S, pp. 8)*

This progress report lists two preliminary recommendations to strengthen the Emergency Medical Care Committee. The first recommendation is to include in the County's legislative program amendments to the Health and Safety Code provisions enabling the Emergency Medical Care Committee to act in an advisory capacity. The second recommends that the Board request individual members of each committee or commission, with a role related to the provision of emergency medical services, to support the legislation.

**Correcting the Problems in the Present Civil Service System**

*October 1974 (46, L, pp. 4)*

In this letter to the Board the Commission restates its recommendation to combine the Civil Service Commission with the Employee Relations Commission to insure the appropriate qualifications of those appointed. By taking this and other actions the Commission feels that problems ingrained in the present system will be corrected.

**Report on the Business License Commission**

*October 1974 (45, S, pp. 27)*

This is the fourth in a series of reports concerning departments. It recommends that ordinances should be amended to reflect a reduction in the maximum number of annual Commission meetings from 80 to a maximum of 36. It suggests that the stipend for Commission members be reduced from \$100 per meeting to \$25, the appointment of an executive officer, and, the discontinuance of the Commission's responsibilities in the inspection of hospitals and other health facilities.

**Operation of the Museum of Natural History**

*September 1974 (44, S, pp. 10)*

This is the third in a series of reports concerning departments. This report makes recommendations to amend the ordinance governing the operation of the Museum of Natural History and to continue the authority of the Board of Governors to appoint or discharge the Director. It also recommends that the Board of Supervisors approved the appointment or discharge of the Director, and that the responsibilities of the Board of Governors and the Director be redefined.

**County Chief Executive and Size of the Board of Supervisors**

*July 1974 (43, S, pp. 52)*

Two amendments to the County Charter were proposed by the Board that involve the size of the Board and the creation of an elected county chief executive. The Commission recommended in this report that the position of chief executive be

established through an amendment to the County Charter. The Commission was divided on its recommendations concerning the manner of appointments by popular election, or by Board appointment. The report recommends that both methods of appointment be placed on the ballot as two separate propositions for a final decision by the voters.

#### **Special Investigative and Management Audit Agency**

*July 1974 (42, S, pp. 11)*

The Commission studied a proposal by Supervisor Hays to establish a Special Investigative and Management Audit Agency within the department of the Board of Supervisors. The Commission recommends that this agency be established and that it reports directly to the Board. The report also recommends that the agency be empowered to investigate any area of County government upon direction of the Board or on its own initiative.

#### **Appointing Authority and Operating Responsibility of the Arboreta and Botanic Gardens and the Otis Art Institute**

*June 1974 (41, S, pp. 19)*

This is the second in a series of reports regarding departments. This report deals with the Arboreta and Botanic Gardens and the Otis Art Institute. Recommendations are made to clarify authority and responsibility for each recreational facility.

#### **Appointment and Supervision of the Director of Regional Planning**

*March 1974 (40, S, pp. 10)*

The Commission studied the seven commissions operating as the head of the department and appointment authority of the executive. The report considers Supervisor Ward's proposal to establish a department of Regional Planning under a director of Regional Planning who would be appointed by and report to the Board. This is the first of a series of reports concerning departments and their respective commissions.

#### **Consolidated Facilities Department**

*August 1973 (36, L, pp. 2)*

This is a report of the Construction of the Projects Task Force reaffirming the previous recommendation on the organization of the consolidated Facilities Department. The Board of Supervisors discussed the possibility of removing certain functions performed by the Real Estate Department from this consolidation. The Commission does not see the need to take this action. The Commission recommends that the Real Estate Department be placed within the new consolidated department.

#### **Amendments to the Report on the Department of Public Administrator-Public Guardian**

*March 1972 (23, L, pp. 2)*

The Commission responded to a Board's request for changes in the composition and role of the Policy and Management Commission. It recommends that

five, instead of four commissioners, be selected from outside the County. The fifth commissioner would be nominated by the State and Local Government Committee of the Los Angeles Area Chamber of Commerce. The Public Administrator-Public Guardian would act as a sixth member of the Commission, but would have no vote.

#### **Report on the Department of Public Administrator - Public Guardian**

*February 1972 (22, S, pp. 7)*

At the request of the Board, the Commission submitted recommendations to establish an effective management control system that would effectively deal with departmental problems, mismanagement, waste and delays. The report recommends the establishment of a Policy and Management Commission to institute an effectively functioning department of Public Administrator-Public Guardian through the creation of proper systems, procedures, and controls.

#### **Consolidation of County Departments and Centralization of Public Information Function**

*May 1971 (20, S, pp. 20)*

The Commission responded to proposals from the Board by offering a number of recommendations. These included the following: that department heads from Mental Health, Hospitals, and the Health Departments, be consolidated under one department head; that the Marshal's Department of the Municipal Court with the Superior Court Bailiffs be consolidated; and that all Public Information and Personnel functions be incorporated into the Chief Administrative Office.

#### **Consolidation of Sheriff-Marshall Bailiff and Civil Process Functions in Los Angeles County**

*September 1967 (12, S, pp. 51)*

The Commission studied the feasibility of combining the bailiff and civil process functions of the Marshal and the Sheriff. The Commission felt there was no justification for continuing these duplicate functions, and estimates that consolidation of the two organizations would result in a net reduction of 110 positions and annual personnel cost savings of \$1,433,616. The Commission recommends that the Board take all necessary action to secure legislation to enable the County to consolidate the bailiff and civil process functions under the Sheriff.

#### **Civil Service Recommendations**

*July 1966 (7, S, pp.11)*

This document is the EEC Committee memo regarding the lack of action in our previous recommendations covering the Civil Service Department and has attached a report on the consolidation of the personnel functions in County Government. The Commission addressed the problems in the Civil Service Department, which involved low morale and poor communication. The Commission recommended an implementation



program for the consolidation of all personnel functions into a single agency. This could be accomplished by amending the Charter to divest the Civil Service Commission of its responsibilities for administrative direction in the Civil Service Department. Chief administrative responsibility should go to the Secretary and the Chief Examiner. The creation of an Employee Relations Division within the department should be established, and clear functions for the Civil Service Commission in these matters should be stated.

#### **Organization Planning in County Government**

*May 1966 (6, S, pp. 26)*

The Commission believes potential savings in manpower, money, and equipment could be realized in County government through effective coordination, if implemented gradually. The report addressed four areas for organizational improvements: span of control, grouping of activities-consolidation and separation, advisory boards, committees and commissions, and, delegation of authority and responsibility. The report made recommendations for improving the County's organizational structure. This included a formalized Organization Planning Function within the Chief Administrative Office to direct continuous coordination and improvement efforts.

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## County Operations

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**This Section presents a chronological listing of documents that address operations within the County structure and its departments, such as how to manage the follow up to audit recommendations.**

#### **Executive Succession Management in Los Angeles County**

*June 2005 (167, S, pp. 30)*

The Commission, in conjunction with the Director of Personnel, was tasked by the Board of Supervisors to review current programs that exist which develop and mentor managers into leadership positions and make recommendations on improving the process. The report makes twelve recommendations that are intended to build upon the advances that have been made by the current county programs and processes. The goal of this report was to provide the County with a foundation for the development of an executive succession management program that will prepare qualified individuals to meet the challenges and assume the responsibilities of senior management positions within the County.

#### **Video Arraignment and its Potential for use in the County Criminal Justice System**

*November 2004 (165, S, pp. 36)*

The report considers how video technology has been used successfully nationwide by numerous jurisdictions and within Los Angeles County as an effective alternative to the transportation of prisoners

to court for arraignment. As a result of this investigation the report recommends that the criminal justice system undertake a pilot project to validate the cost effectiveness of this technology.

#### **Addressing Workers Compensation Fraud in Los Angeles County**

*September 2004 (164, S, pp. 59)*

This report reviews the history and the current status of the workers compensation system in Los Angeles County and how the County can deter, detect, investigate and prosecute fraud and abuse in the workers' compensation system. Having reviewed the elements which comprise the system, this report makes 46 recommendations in 11 operational areas for the purpose of reducing the possibility for fraud and abuse.

#### **Response to E-mail on Hall of Records Lighting Conditions**

*April 2003 (162, L, pp. 22)*

This letter was in response to an e-mail to Supervisor Antonovich concerning the lights being left on in the Hall of Records during hours of non-operation. The Economy and Efficiency Commission reviewed the lighting conditions within this building and found that the circumstances as described in the e-mail have proven to be correct. This letter includes several other recommendations by the Commission to improve the working conditions and safety of County employees.

#### **Review and Recommendations for Master County Event Calendar**

*January 2003 (161, S, pp. 11)*

It appears to the Commission that the development of a master events calendar would provide the county with an effective tool to enhance communication, encourage broadly based participation in the processes of governing, and contribute in a meaningful manner to furthering the openness of government. The Economy and Efficiency Commission recommended that the Board of Supervisors support expanding the utilization County Events Calendar to meet the objectives set forth in the 1998 memo from the Executive Officer and the expanded objectives set forth in this review. The Commission feels that this utilization will contribute significantly to the coordination of and communication on both internal and external events.

#### **Commission's Position on the Los Angeles County Administrative Systems (LACAS)**

*November 2002 (159, L, pp. 2)*

This letter presents the Commission's position on LACAS. This position, which is supportive and advocates the project's conceptual approach and its overall objectives of improving the management of the County's data assets and departmental operations, also points out that the contract should be closely monitored.

#### **Monitoring Current Audit Recommendations**

*November 2002 (158, S, pp. 22)*

This report addresses the need for the County to develop an effective browser based follow-up

system that monitors and capitalizes on the recommendations made as a result of audits conducted for County departments and agencies. This approach will provide departments and other authorized officials with the ability to effectively respond to the status of recommendations and to utilize them, as deemed appropriate, to improve the efficiency of county operations. The report also suggests modifications to County policy and code.

#### **A Review of Emancipation Services**

*February 2002 (156, S, pp. 26)*

This review was initiated by the Commission to consider problems with the delivery of emancipation services to the young adults of Los Angeles County. In evaluating these problems, recommendations focused primarily upon operations, technology utilization and the availability of housing to this population. This report was prepared with the objective of contributing to the ongoing efforts of the program's participants to develop effective and efficient service delivery.

#### **Review of the Actions in Response to the "Accountability and Municipal Service Delivery to Unincorporated Areas" Report**

*April 2001 (154, S, pp. 5)*

This review was initiated in the context of other actions that have been taken in response to issues raised in the unincorporated areas of Los Angeles County. It was also intended to provide the county with a follow-up review of the Commission's 1996 report covering the delivery of municipal services to unincorporated areas. This review concluded that many of the actions taken by the county have been commendable and makes several additional recommendations to assist in these efforts.

#### **Evaluation of Receivables Tracking and Collections Systems: A Blueprint for Change**

*August 1998 (151, S, pp. 158)*

This study, which was requested by the Board of Supervisors, was initiated to evaluate the County's individual and commercial debt tracking and collections systems and to improve the management of its receivable delinquencies and accounts receivable program. The study identifies numerous opportunities to improve collections, reduce delinquencies, minimize errors, and increase efficiency. The study also points out that these opportunities for improvement are impacted by the policies, procedures, available technology, resources, organization, and level of commitment to the collection process.

#### **EEC Follow-Up to the 1996-97 Grand Jury Recommendation Concerning Expanding the Services Provided by the Office of the Ombudsman**

*June 1998 (150, L, pp. 4)*

This letter discusses the purpose of augmenting the responsibilities the Ombudsman to influence the attitude of county residents toward the county

positively, to encourage the participation of residents in local government, and to respond to the concerns of the ". . . disinterested citizenry and distraught minorities." The adoption of the Commission's recommendations, developed to support the recommendation made by the 1996-97 Grand Jury, would provide a focus for county officials to the need for an increased "customer oriented approach" within government. This strategy has proven itself to be both substantive and successful within other governmental jurisdictions and private sector firms.

#### **An Investigation into the Processing of an Employee's Suggestion**

*November 1997 (148, S, pp. 32)*

At the request of Supervisor Antonovich, the Commission conducted an investigation into the processing of a suggestion made by a County employee. This investigation of the program's procedures resulted in the development of sixteen (16) findings and forty-two (42) recommendations to strengthen how the County manages and evaluates employee suggestions. Although the investigation was not designed as an overall evaluation of the County's Employee Suggestion Awards (ESA) Program, the findings and recommendations can be used as a foundation for the performance of an overall program review.

#### **Accountability and Municipal Service Delivery to Unincorporated Areas**

*July 1996 (144, S, pp. 78)*

This study highlights the complexities involved in the delivery of municipal services through the use of a service delivery model. An understanding of how these systems work improves the analysis and evaluation of alternative means of delivering municipal services. The conclusions of this study recognize the need for the development of county strategies to address effectively the problems associated with the delivery of municipal services. It is anticipated that the approach proposed in this study will assist decision-makers in improving the equitability, efficiency, effectiveness, and accountability for municipal service delivery.

#### **A Model to Evaluate the Performance & Objectives of Los Angeles County Commissions, Committees, & Task Forces**

*March 1994 (132, S, pp. 9)*

This report was undertaken in response to a request by the Board of Supervisors to evaluate the performance and objectives of the commissions, committees and task forces defined under Chapter 1 and Chapter 4 of the Los Angeles County Committee Book. The report presents the requested methodology and ten recommendations the Commission feels will significantly improve how these organizations are created, how they are structured, and how they operate.

**A Strategy to Reduce Retirement Costs within Los Angeles County**

*September 1993 (129, S, pp. 19)*

This study examines the viability of measures to cap or reduce the County's liability to its pension system. This is achieved by freezing or reducing the cash available option in cafeteria-style flexible benefit plans. The Commission report makes recommendations to revise pension procedures, and reviews alternatives. It recommends an examination of the County's cafeteria benefit plans to achieve improvements enhancing equity, and reducing costs without reducing the employee's ability to obtain adequate benefits, or the County's ability to attract and retain qualified personnel. The study is supported by a W.F. Corroon, Inc. study entitled "Development of Los Angeles County Cafeteria Plan Design Strategies to Reduce Retirement Costs." This study also incorporates a legal opinion prepared by independent counsel.

**Development of Los Angeles County Cafeteria Plan Design Strategies to Reduce Retirement Costs**

*July 1993 (128, S, pp. 95)*

This is a report that was contracted by the Commission with the W. F. Corroon Corporation to reduce retirement costs associated with the County's Cafeteria Plan. It addresses how to develop and evaluate previous recommendations in this area and evaluates the cafeteria plan design changes necessary to implement these recommendations. The body of the report focuses on the evaluations, and supporting documentation is provided in the appendices.

**Los Angeles County Policies and Practices Governing Retirement Eligible Benefits**

*November 1992 (123, S, pp. 48)*

This study applies material presented in an evaluation prepared by W.F. Corroon, entitled "Comparability Analysis of Los Angeles County Employees' Retirement Benefits." It considers issues pertaining to the decision-making process of retirement system design, the appropriateness of the inclusion of a number of specific items within the current benefit structure, and the operation of the entire retirement system. A follow-on report was requested by the Board to be completed in 1993.

**Hearing Procedures of Regional Planning**

*July 1986 (103, S, pp. 2)*

The Board modified the case processing procedures of the Regional Planning Commission to permit certain cases to be considered by a hearing officer employed by the Department of Regional Planning rather than by the Regional Planning Commission. In its report, the Economy & Efficiency Commission discusses the effectiveness of the new procedures. The Commission concludes that the hearing officer system was a sound improvement over the prior method of hearing cases. The Commission recommends that the Board continue the case processing procedures and direct the Director of Regional Planning to work with the Commission to

increase the scope and rate of deliberations on County-wide planning and policy issues.

**Implementation of County Reorganization and Systems Improvements: Agricultural Commissioner / Weights and Measures**

*June 1986 (102, L, pp. 11)*

This letter to the Board reviewed the results of the consolidation of the Department of Weights and Measures with the Agricultural Commissioner following the Commission study, "Decision-Making and Organization in Los Angeles County Government-Volume I". The letter discussed the improved efficiency of fee collection, reduction of management positions, improvement of personnel management, increased automation, cross-training of inspectors and productivity improvements. The letter also recommends that the Board direct the Agricultural Commissioner and the Chief Administrative Officer to develop and implement a plan for reorganization and training, and to establish annual goals for efficiency and effectiveness.

**Implementation of County Reorganization and Systems Improvements**

*December 1985 (101, L, pp. 14)*

The Commission's letter to the Board concerns the progress of the Chief Administrative Office in implementing the recommendations of the Commission study, "Decision-Making and Organization - Los Angeles County Government-Vol. I" June, 1983 (83, S, pp. 15). The letter recommends that the Board adjust the priority of implementation of the Commission's 1983 recommendations, and that the Chief Administrative Office should have a systematic plan and approach to county-wide management issues and systems each year.

**Decision Making and Organization - Los Angeles County Government - Vol. III**

*June 1983 (97, S, pp. 94)*

Vol. III is the report of the field study team from the UCLA Graduate School of Management. The economic impacts of reorganizing the seven general services departments into a single consolidated entity are examined. The report finds that there are substantive economies of scale possible through consolidation.

**Decision Making and Organization - Los Angeles County Government - Vol. II**

*June 1983 (96, S, pp. 213)*

Vol. II contains an expanded summary of conclusions and recommendations, followed by a detailed description of the current structure, its problems, major alternatives for reform, and the Commission's preferences. The subject of this report is the executive organization of Los Angeles County government. It discusses problems of County performance, which are attributable to its executive structure and decision-making processes. The feasible approaches to resolving those problems were evaluated. The Commission recommended that the Board adopt policy objectives

directed to resolving those problems. The Commission also proposes a strategy for improving the performance of the County system.

#### **Decision Making and Organization - Los Angeles County Government - Vol. I**

*June 1983 (95, S, pp. 15)*

The Commission investigated the feasibility of consolidating County departments. Vol. I contains a summary of proposed programs. The study proposes changes in the roles and expectations of the Chief Administrative Office, which will improve the Board's ability to plan for and respond to changing conditions affecting the County's governance and service functions. The report recommends reducing the number of separate County departments by consolidating and reorganizing programs into a system of 15 to 20 departments. A four-year program is also proposed to restructure the system.

#### **Material Management and Inventory Control**

*October 1981 (90, S, pp. 5)*

The Commission conducted a thorough investigation of the County's current system and financial operations in the areas of materials management and the security of equipment and supplies. This investigation resulted in the development of recommendations addressing the improvement of strategies, policy enforcement, project planning, and systems development.

#### **Selected Current Civil Service Issues**

*July 1980 (87, S, pp. 70)*

This report is the first in a series of subjects on the employment system and organizational development. The Board referred a report by Local 660 of SEIU along with recommendations to the Commission which alleged that the Civil Service Commission operates ineffectively. The Commission report addresses new civil service rules and operations of the Civil Service Commission. While the report does not contain a complete analysis of the details in the proposed new rules, it reflects final conclusions and recommendations on those issues closely connected to effective management and incentives.

#### **Cost Reduction in Los Angeles County Government**

*August 1978 (81, S, pp. 16)*

This report contains seven recommendations directed toward reducing the cost of County government and improving its efficiency and effectiveness. The principal areas addressed are user fees, Sheriff-Marshal consolidation, automatic step increases, supervisory costs, craft wages and Commission stipends. The report states that if the recommendations were implemented effectively, County expenditures would be reduced by approximately \$102 million dollars annually.

#### **The Los Angeles County Budget-Selected Issues and Recommendations**

*June 1977 (74, S, pp. 62)*

The Commission studied three areas of public policy that have a significant impact on the County budget: Board control of County expenditures, policy impact on the budget, and major policy areas established by the Board.

#### **Operation of the West Los Angeles County Resource Conservation District**

*December 1976 (71, L, pp. 5)*

This publication is a letter to the Board of Directors of the West Los Angeles County Resource Conservation District regarding the future management of the District.

#### **Eliminating Automatic Step Increases and Controlling Supervisory Costs in Los Angeles County Government**

*September 1976 (66, S, pp. 38)*

This is the second in a series of reports covering issues involving the County agency and local government structure, effectiveness of County services, and debt planning and control. (The first report was "The New York City Crises and Los Angeles County Government: Organization, Employment, and Compensation.") This report recommends that the Board direct the Chief Administrative Office and the Department of Personnel to eliminate the automatic step increase plan for all employees. It also recommends that the Board direct the Chief Administrative Office to conduct detailed studies of supervisory levels in each County department. It also recommends including in this study: results, plans for improvement, and their impact on cost in the budget recommendations for the next fiscal year and subsequent years.

#### **Audit Function for the Board of Supervisors**

*April 1973 (32, L, pp. 3)*

The Commission responded to a recommendation by a Supervisor that the Board implement a separate Audit division whose function would be similar to that of the United States General Accounting Office. The Commission pointed out that such a function would not be truly independent, as is the General Accounting Office. Such independence could only be achieved by creating an executive office separate from the Board.

#### **Fire Protection Services in Los Angeles County**

*June 1972 (25, S, pp. 200)*

This report attempts to determine whether the present fire protection system provides an effective level of service at a reasonable cost to taxpayers. The report describes and discusses problems and analyzes the relative merits of alternatives to the present system. Consolidation and contracting of fire services are also discussed.

### **County Architectural Services**

*March 1969 (17, S, pp. 40)*

The Board referred a Grand Jury's report on architectural services to the Commission for study. The Commission's report supported the Grand Jury's criticism of awarding contracts, noting that the system allowed individual Board members to take the sole responsibility of selecting a contractor, simply because the project was in his/her district.

### **Advisory Commissions & Committees**

*November 1968 (16, L, pp. 2)*

The Board referred a Grand Jury's report on architectural services to the Commission for study. The Commission's report supported the Grand Jury's criticism of awarding contracts, noting that the system allowed individual Board members to take the sole responsibility of selecting a contractor, simply because the project was in his/her district.

### **Changes to the Committee's Executive Salary Recommendations**

*August 1968 (15, L, pp. 6)*

This letter summarizes the views of the Commission on the County's Executive salary plan. It expresses concerns over inconsistencies in the implementation of pay schedules within county departments and recommends that the responsibility for evaluating and recommending to the Board any changes in the executive salary system should be assigned to the Director of Personnel. It also recommends the establishment of an Executive Salary Review Committee.

### **Report on Civil Service Operations**

*May 1966 (5, S, pp. 23)*

This report was initiated as a result of extensive criticism of Civil Service practices. It recommends action by the Board and Civil Service Commission to correct deficiencies in the operation of the Civil Service System. It recommends an interim department head be appointed with responsibility to institute reforms immediately.

### **Preliminary Report on the Feasibility of the Proposed Reorganization of the Department of Charities Contained in Board Order 114, dated January 4, 1966**

*February 1966 (4, S, pp. 11)*

The Commission performed a preliminary survey and analysis of the Los Angeles County Department of Charities organization. Three propositions were considered: 1) Establish four new county departments, 2) Assign new department responsibility to the Board of Supervisors, 3) To elevate the present bureaus to fill departmental status, relieve the superintendent of responsibility for day to day responsibility, but retain for overall attention to major problems affecting welfare programs. The Commission recommends to study more of Prop 1, oppose Prop 2, and no real conclusion to Prop 3, except for recognizing it as a staffing problem.

### **Civil Service Operations**

*November 1965 (3, S, pp. 4)*

The Commission proposed that the Board approve the hiring of private industry personnel specialists to assist the Commission in formulating recommendations directed towards streamlining and improving civil service procedures.

### **Productivity in County Departments**

*October 1965 (2, S, pp. 11)*

The Commission evaluated an Arthur Young and Company report and proposals on work measurement techniques. The Commission found that full implementation of the program proposed by Arthur Young and Company would permit a reduction of 31 employees in two departments, and projected annual savings of \$183,700. The report also recommends that the Board direct the Chief Administrative Office to establish a formal work measurement program to be extended to all appropriate functions in the County.

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## **Real Asset Management**

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**This Section presents a chronological listing of documents that consider issues related to the management of County's real assets, such as strategies for the management of these assets.**

### **Asset Management Strategies for the Los Angeles County Real Estate Portfolio**

*September 1995 (140, S, pp. 58)*

This study examines the revenue potential of County-owned real property assets. In it, an earlier Chief Administrative Office study on the subject is reviewed and critiqued. New recommendations are also made with for the goal of achieving long-term savings. It concludes that several immediate actions are required, including adopting clear asset management goals, developing a strategic plan, developing an information system for ready access to holdings information, and effecting changes in Federal, state and local statutes regarding County control over its real assets.

### **Real Property Management & Development in Los Angeles County**

*August 1991 (119, S, pp. 64)*

The Commission reviewed Los Angeles County's management of its real property assets. Los Angeles County is a leader in developing its most valuable real property assets to produce additional revenue. However, improvements can be made by adopting a more comprehensive system that clearly states the Board's objectives, and, by applying economic incentives to improve management of its other real property assets. This report recommended the adoption and issuance of a policy statement for a comprehensive real property management program and the establishment of a Real Property Management Steering Committee.

### **Property Management in Los Angeles County Government**

*December 1986 (105, S, pp. 56)*

This report is the third in a series reviewing the County's progress in implementing the overall program, as adopted by the Board, concerning the recommendations made in the Commission report, "Decision Making and Organization-Los Angeles County Government, Vol. I." June, 1983 (95, S, pp.15). The first section of the report contains a summary of findings and recommendations. The second section contains a discussion of the costs of the County's property management functions, their structure, and the need for change. The third section contains a detailed discussion of the progress to date in implementing the Board's 1984 order to create a consolidated Department of Facilities Management.

### **Inventory and Materials Management**

*January 1982 (91, S, pp. 5)*

The Commission reviewed the County's system of inventory control and materials management to determine what changes would reduce losses of equipment and supplies while controlling County susceptibility to theft or other sources of loss. The report recommends that each department head enforce compliance with current procedures. The Chief Administrative Office should continue to initiate planning efforts in regard to warehousing and inventory control systems with the Purchasing Agent and the Department of Data Processing.

### **Design and Construction of the Criminal Courts Building**

*January 1973 (31, L, pp. 3)*

The Commission investigated the design and construction of the Criminal Courts building. The investigation focused on the problems in construction of the building (i.e., schematic drawings being changed four different times) and accountability issues. The Commission notes that the major cause of the problem in constructing the building was the lack of unified responsibility.

### **Chief Administrative Officer's Recommended Construction Improvements Program**

*November 1972 (29, S, pp. 6)*

The Commission reviewed the Chief Administrative Office's comprehensive program for improvement of County capital construction programs recommending the establishment of a consolidated Facilities Acquisition and Management Department. The Commission made similar recommendations in its report "Management of Construction Projects/Los Angeles County" September 1972 (24, S, pp. 43). The Commission recommended that the Board order the implementation of the Chief Administrative Office's recommendations.

### **Management of Construction Projects / Los Angeles County - Vol. II**

*September 1972 (28, S, pp. 247)*

The Commission recommended improvements in the County's administration and management of its

facility construction program. Volume II provides a detailed analysis leading to the recommendations, summaries of the data used, and chronological histories of the three construction projects specifically requested by the Board.

### **Management of Construction Projects / Los Angeles County - Vol. I**

*September 1972 (27, S, pp. 43)*

The Commission studied the County's administration and management of its facility construction program. Vol. I presents findings and conclusions and descriptions of the 18 specific recommendations.

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## **Risk Management**

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**This Section presents a chronological listing of documents that address issues covering risk management within the County structure, such as revisions to risk management policy.**

### **Risk Management and Liability Cost Study Follow-Up**

*May 1995 (137, S, pp. 29)*

As a follow-up to a 1993 study, this report reviews documentation obtained from other County agencies regarding the implementation of recommendations made in the earlier study. In this report, 14 additional recommendations are offered to improve program efficiency and reduce County costs.

### **Los Angeles County Risk Management Program Review**

*September 1993 (130, S, pp. 19)*

This study offers a set of recommendations designed to achieve millions of dollars of cost savings in the risk management program of the County of Los Angeles. The results of this study identified revisions and modifications to program elements that would achieve significant efficiency and cost improvements. This study was supported by work contracted on this topic from McGladrey & Pullen, Inc.

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# Legislation

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**This Section presents a chronological listing of documents that address legislative recommendation that have been made by the Commission, such as legislative recommendations to impact economic issues.**

## **Legislative Reform: Addressing Critical Economic Issues**

*March 1995 (135, S, pp. 18)*

This update on a 1993 report offers recommendations designed to improve the County and the State's business climate through sound legislative reform without the imposition of unnecessary taxes on Californians or California businesses. As in the previous report, this follow-up targets workers' compensation, civil litigation, and regulatory reform. Daily overtime pay requirements is an additional issue explored in this report.

## **County Budget and Economic Growth**

*May 1993 (126, S, pp. 9)*

This letter from the Economy and Efficiency Commission to the Board of Supervisors sets forth various means of improving the economic environment through growth, rather than by increasing revenue from additional taxes. These alternatives include workers' compensation insurance reform, civil litigation reform and permit streamlining, specifically in environmental regulations. The Commission recommended that the Board support identified pending state legislation and offers a strategy to address relevant issues. The Board passed a motion in May of 1993 urging the Governor and legislative leaders and conferees to agree to strong and meaningful reforms.

## **Proposition 13 in Los Angeles County - Before and After**

*February 1980 (85, S, pp. 87)*

The objective of the Economy and Efficiency Commission's report was to review the actions taken by County government since 1976 in response to community pressure for cost reduction and the effects of those actions both before and after Proposition 13. The report concluded that the radical cost reductions envisioned by Howard Jarvis and his supporters cannot be accomplished within the framework of current intergovernmental structure and policy. Cost reduction of sufficient magnitude will require a re-evaluation of public policy and changes to intergovernmental structures. The report also documents the severe financial effects Proposition 13 has had on County government.

## **Statement on Proposition 8 and Senate Bill 1, the Behr Bill**

*May 1978 (79, P, pp. 4)*

The Commission supports Proposition 8, which would implement the property Tax Relief Act of 1978

(the Behr Bill). The Commission did an analysis of the proposition and the Behr Bill and concluded that Proposition 8 and the Behr Bill are responsible and effective measures.

## **Statement on Proposition 13, the Jarvis-Gann Initiative**

*April 1978 (77, P, pp. 13)*

The Commission did not support this initiative. The Commission concluded that Proposition 13 would not achieve the tax relief and expenditure reform it claims, but instead would bring severe tax inequities, serious economic dislocations and government by the courts.

## **Statement on Proposed County Charter Amendment "A" Deletion of the Prevailing Wage Clause**

*April 1978 (76, P, pp. 4)*

The Commission supported this amendment, which would end the requirement that the County pay salaries or wages at least equal to those prevailing in the private sector. The Commission believed the prevailing wage clause to be outmoded making the County system restrictive and inequitable. By deleting the clause, County management and labor could reach agreements which are fair, competitive and within the taxpayers' ability to pay.

## **Arbitration and Appeals Function of the Paramedic Commission**

*December 1977 (75, L, pp. 4)*

This letter describes the difference of opinion between the Commission and the Department of Health Services as to the authority of the Commission's decisions. The Commission requested that the Board of Supervisors delegate the appropriate level of authority to carry out the Paramedic Commission's prescribed function. The Commission stated that the Board of Supervisors remains the sovereign body and the decisions remain appealable to them.

## **Request for Legislation Providing for the Appointment of 34 Additional Superior Court Judges**

*April 1977 (73, S, pp. 7)*

The Superior Court requested that the Board appoint 34 additional judges. The Commission analyzed the request and recommended that the Board reject the Superior Court's request for the additional judges due to fiscal crisis and the increased costs. The report suggests that the court seek to improve procedures and expedite cases in order to maintain expenditures at the present level.

## **County Propositions "A" and "B" Elected Mayor and Size of the Board of Supervisors**

*October 1976 (69, S, pp. 23)*

This report gives a detailed analysis of Proposition "A." The Commission believed that the advantages of Proposition "A" outweighed the disadvantages. Findings and conclusions were also reached on Proposition "B" from those Commission members who supported this measure.

## **Pros and Cons on Proposition "A" and Proposition "B"**

*September 1976 (68, P, pp. 20)*

This is a Task Force position paper on the major advantages and disadvantages of Propositions "A" and Proposition "B." Proposition "A" dealt with an elective county executive; Proposition "B" with increasing the size of the Board. The Task Force recommended that the Commission support Proposition "A."

## **County Proposition "B"**

*June 1976 (65, P, pp. 3)*

This Commission letter states unanimous opposition to Proposition "B." The proposition would remove department heads from civil service, and eliminate the charter requirement for open competitive examinations and merit system selection for these positions. The Commission expressed concern that the measure would politicize the process of selecting County executives who have substantial power and influence over the selection of contractors, regulation of business and development, and expenditures of millions of public dollars. The Commission also noted that it voted to reconsider executive appointment and dismissal procedures as they relate to the proposal for an elected mayor.

## **Proposed Charter Amendment to Remove Department Heads and Chief Deputies from Civil Service Status**

*February 1976 (61, P, pp. 3)*

The Commission agreed with the overall objectives of Supervisor Schabarum's proposal to remove department heads and chief deputies from civil service status, making these officials accountable to the Board for their performance and enable the Board to discipline or remove them if warranted. The Commission also felt that the selection process should require open, competitive examinations supervised and administered by the Civil Service Commission. In addition, if a County executive were dismissed, he/she should have the right to meet with the Board in executive session, or in a public session if they so request, to consider and discuss the reasons for their dismissal. Thus, the Commission opposes the proposal unless it included effective safeguards against political influence.

## **Charter Proposals for the 1973 Special Election**

*August 1973 (35, S, pp. 9)*

The Charter Study Task Force of the Commission recommended that the Board of Supervisors place only two of several proposed charter amendments on the ballot for the November, 1973 special election. These amendments were to establish the position of an elected County Chief Executive; and to expand the Board of Supervisors from five to seven members.

## **Charter Study Issues**

*May 1973 (33, L, pp. 22)*

The purpose of this internal Commission letter (from staff to task force) was to provide background information to the task force. The letter addressed three major charter amendment issues: an elective chief executive, appointed chief executive, and size of the Board.

## **Proposed Charter Amendments**

*August 1972 (26, S, pp. 7)*

At the request of the Board of Supervisors, the Commission reviewed two proposed amendments to the County charter. The Task Force recommended that an amendment be placed on the November ballot allowing the County to hold open competitive examinations for department heads and their chief deputies unless a modification to these procedures could be justified. The Task Force advised against placing such controversial issues as enlargement of the Board of Supervisors, establishment of an elected County Chief Executive, and deletion of the prevailing wage clause on the ballot at that time.

## **Study of the Los Angeles County Charter**

*July 1970 (18, S, pp. 35)*

The Commission studied two major issues of the Los Angeles County Charter: the organization structure of county government, particularly the relationship that should exist between the board, Chief Administrative Officer and department heads; and, the size of the board, increasing it from five to seven members. The report recommended several changes to the county organizational structure, the establishment of a county chief executive, and a ballot proposition increasing the size of the board.

Note: Although the available pages of this report are posted, the original from which they were taken is missing a significant number of pages.

## **Charter Amendment on Personnel Functions**

*August 1966 (8, S, pp. 4)*

The Commission reviewed a draft from various County departments and union leaders recommending changes to the proposed Charter Amendment concerning the reorganization of the personnel function. The Commission recommended approval, by the Board, of the Charter amendment covering the reorganization of the County's personnel function. The report recommends, to the extent possible, that the responsible County officers begin immediately to lay the groundwork for the consolidation of the County's personnel function.



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## Courts

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**This Section presents a chronological listing of documents that consider issues related to the Los Angeles County Courts, such as a review of the effectiveness of the Grand Jury structure.**

### **Review of the Effectiveness of the Los Angeles County Grand Jury**

*July 2001 (155, S, pp. 30)*

Primarily in an attempt to respond to concerns raised regarding the diversity of the grand jury, the Los Angeles County Superior Court bifurcated the 2000-2001 Grand Jury into its criminal and civil functions. As a result of this bifurcation several problems arose that required increased attention by both the court and the grand jury. These problems included facilities management, training, morale, ability to indict, costs and recruitment. To assist the court in their efforts and in response several specific concerns, the Economy and Efficiency Commission undertook a review of the grand jury to consider these difficulties in the context of the operations and effectiveness of the separate functions into which it has been divided.

### **The Management of Juries within Los Angeles County**

*December 1994 (134, S, pp. 46)*

This report identified the concerns of the citizens of the County in their performance of jury duty. It outlines the Commission's position that the performance of this duty is critical to our system of justice and the Courts. The County must ensure that anyone performing such a service is treated with the utmost respect and provided adequate facilities to fulfill this responsibility. It includes 36 recommendations designed to foster appreciation of jurors. Without improvements to the system, fewer and fewer citizens will be willing to perform this vital duty. This action would be to the detriment of the justice system and those who fulfill this duty.

### **Status of Economy and Efficiency Commission Recommendations on Court System – REVISED**

*June 1982 (93, S, pp. 14)*

This report expands upon the presentation made in the May 1982 report on the Status of the Court System. It presents further information on the status of each of the 15 recommendations that were made in October 1981 and concludes by announcing its intention to work on organizing a coalition of Superior Court, Municipal Court, County, and Bar personnel to prepare detailed implantation plans for each of the recommendations.

### **Status of Economy and Efficiency Commission Recommendations on Court System**

*May 1982 (92, S, pp. 4)*

This letter addresses the overall implementation status of the 15 recommendations made in the

Commission's October 1981 report on the court system dealing with congestion in the court system. The conclusion was that county management should collaborate with the Superior Court in developing a revenue program and in presenting it to the Legislature.

### **Report on the Court System - Los Angeles County – Vol. 2 - Summary**

*October 1981 (89, S, pp. 89)*

The Summary Volume was prepared later than the report volume (Vol 1). Readers who note differences of language or other detail should refer to the Summary for the final determination. The synopsis from Volume 1 was that the Commission was directed to conduct an analysis of court congestion and delay. The Commission noted that the main issues were: to find ways to increase court system resources, increase coordination between the Board and the judiciary in seeking local initiatives to reduce costs, improve cost control, and develop alternatives to present methods of resource allocation. Recommendations are made under five categories: joint action-judiciary and the Board of Supervisors, system financing, system structure, economic incentives and legal procedures.

### **Report on the Court System - Los Angeles County – Vol. 1**

*October 1981 (88, S, pp. 89)*

The Commission was directed to conduct an analysis of court congestion and delay. The Commission noted that the main issues were: to find ways to increase court system resources, increase coordination between the Board and the judiciary in seeking local initiatives to reduce costs, improve cost control, and develop alternatives to present methods of resource allocation. Recommendations are made under five categories: joint action-judiciary and the Board of Supervisors, system financing, system structure, economic incentives and legal procedures..

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## Contracting

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**This Section presents a chronological listing of documents that address how the County contracts for services, such as evaluating contracting policy within the County.**

### **A Review of Actions Taken by Los Angeles County on Proposition "A" Contracting Requirements**

*June 1993 (127, S, pp. 40)*

The Board of Supervisors requested that the Commission review and report on County Proposition "A" contracting guidelines. The Commission reviewed implementing instructions issued by the Chief Administrative Office to ascertain their impact on the contract evaluation

process. In addition, the study contributes to the process of evaluating both contractor and County management performance.

#### **Contracting Task Force Report and Recommendations**

*July 1991 (118, S, pp. 23)*

This report expands upon the findings made in the 1987 "Report on Contracting Policy in Los Angeles County Government" August, 1987 (106, S, pp. 154) by recognizing that any contracting of services performed by employees would have a major impact on positions held by minorities and women. The report concluded that this is a valid finding since the services contracted out up to that time involved low level auxiliary minority held positions such as custodial, food, and laundry workers. The report makes recommendations to mitigate the potential negative impacts of contracting.

#### **Adopted Contracting Policies**

*October 1988 (109, S, pp. 2)*

This is a letter to the Board of Supervisors informing them as to the status of the implementation of the recommended contracting policies.

#### **Report on Contracting Policy in Los Angeles County Government**

*August 1987 (106, S, pp. 154)*

This report recommended that the Board direct the Chief Administrative Office to develop and implement new contracting goals and programs, to work with department heads to revise the County's approaches to writing requests for proposals, to develop and implement improved methods of managing employee impact to achieve maximum savings from contracting, to consolidate some incentive programs into a comprehensive program, and to implement a single policy governing all forms of County contracting.

#### **Statement on County Proposition "A" Contracting with Private Firms**

*October 1978 (82, P, pp. 7)*

The Commission conducted an analysis of Proposition "A" which permitted the County to contract for services with private firms when contracting would be more economical and efficient than using County employees. The Commission endorsed this measure. The measure improves accountability and increases the cost-effectiveness and responsiveness of County government. The measure required the County to adopt an ordinance specifying criteria for entering into contracts and to use competitive bidding procedures for awarding contracts.

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## Policy

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**This Section presents a chronological listing of documents that evaluate policies within the County, such as the relationship between the County and State government.**

#### **Review of the Relationship between Los Angeles County and State Government**

*February 1997 (147, S, pp. 56)*

This study undertook an analysis of the recommendations of the California Constitutional Revision Commission (CCRC) that relate to the existing state-local government relationship. In its study, the Economy & Efficiency Commission reviews these recommendations in detail and develops a framework within which Los Angeles County can best pursue a course of action to improve its relationship with State Government. Through a consensus building process within the greater metropolitan Los Angeles community, local government can become a meaningful force in the restructuring and realignment of governmental relationships.

#### **Public Access to Decision Making - Los Angeles County Board of Supervisors**

*July 1992 (122, S, pp. 37)*

This report was designed to improve the ability of the citizens of Los Angeles County to understand and access the workings of County government. Recommendations address concerns such as, the inadequate notice of the issues to be considered by the Board, the difficulty in understanding the proceedings and clarifying decisions that have been made at Board meetings. The report concludes that the Board staff fulfills the present legal access requirements, but that these requirements are not sufficient to ensure the public's ready access to government's decision making.

#### **Civil Disturbance**

*May 1992 (121, L, pp. 2)*

A letter to the Board recommended actions that the Board can take, in terms of government operations, to deal with the root causes of the civil disturbances and to ensure that an outbreak of violence does not recur.

#### **Challenge for the 1980's: Can We Govern Ourselves?**

*January 1979 (83, S, pp. 135)*

This report is an expansion of the Commission's previous study, "Impact of New County Formation" May, 1978 (70, S, pp. 53). The report expands the analysis in a number of areas and modifies conclusions previously made. The study is divided into four major sections: the current system of governments (in the Los Angeles metropolitan area and the problems which the present structure creates), alternative solutions (the procedures involved in changing the present structure and the parties involved in making changes), the proposed structure, and Commission recommendations. The Commission proposed a federated system of government consisting of community-based city governments to provide local government services and a regional government to address area-wide problems. This proposal would also provide consolidated services to cities upon request.

### **Recommendations on the Prevailing Wage Clause and the Automatic Salary Step Increase Plan**

*February 1977 (72, S, pp. 2)*

This letter recommended that the Board of Supervisors place a charter amendment on the ballot to delete the prevailing wage clause. It further recommends that the Board adopt a firm management objective to eliminate the County's automatic step increase plan. The Commission had called for the deletion of the prevailing wage clause since 1973.

### **Formation of Canyon County**

*October 1976 (70, S, pp. 23)*

This report examined Proposition "F" which was on the November 1976 ballot. The measure proposed a triangular section in the northwest corner of Los Angeles County secede and form a new county called Canyon County. The report discussed the impact on residents of the proposed Canyon County, as well as Los Angeles County, the region, and the necessary correction to State law.

### **Filling Vacant Elective Offices in Los Angeles County**

*November 1975 (57, S, pp. 42)*

The Commission reported on the advisability of revising the County Charter to provide for special elections when vacancies occur in County elective offices. In addition, it reported on the cost of special elections, scheduling special elections relative to regular elections, and the legal steps necessary to amend the charter at the earliest possible time. The Commission recommended that the Board make the following amendments to section 8 (Board vacancies): "The Board shall fill vacancies and the appointee holds office until the election of a successor. If the Board fails to make an appointment in 60 days, then the Governor shall fill the vacancy" and amend Section 16 (County-wide offices) to "whenever a vacancy occurs in an elective office, the Board shall fill the vacancy until a successor is elected."

### **Establishment of Commissions and Committees in Los Angeles County Government**

*June 1975 (55, S, pp. 9)*

The Commission recommended that the Board instruct the Chief Administrative Office to adopt a procedure that would apply whenever the Board initiates action to establish a new commission or committee. The Chief Administrative Office should prepare a report and recommendations that would include: an analysis of whether the new commission is needed; whether it will duplicate the work of other commissions; and, lists in detail the provisions to be incorporated in the ordinance establishing the commission. The report also includes models of a recommended ordinance and internal operating procedures for the Economy & Efficiency Commission.

### **Recommendations on the Authority of the Employee Relations Commission**

*April 1975 (52, L, pp. 5)*

This letter to the Board resulted from a ruling by Judge Norman R. Dowds of the Superior Court on March 18, 1975. The ruling stated that the orders of the Employee Relations Commission are to be treated as advisory only. This ruling makes the operation essentially meaningless, and renders the County's bargaining system inoperable or at least seriously impaired. In light of this ruling, the Commission made two recommendations to the Board: to instruct County management to comply with Employee Relations Committee orders, unless otherwise directed by the Board; and, that the Board amend the Employee Relations ordinance to include additional language stating that orders shall have the force and effect of law.

### **Commission and Committee Compensation in Los Angeles County Government**

*November 1974 (47, S, pp. 19)*

This report recommended a general ordinance covering the establishment of commissions and committees, screening and appointment of commission members, stipends and expenses, meeting attendance, reporting and budgeting. The conclusion was that the County does not have consistent policies regarding stipends or expenses. A policy should be adopted providing that large stipends should be paid where professional skills are employed or where the service is more than half time, and that all commission and committee members should be entitled to reimbursement for expenses, including mileage.

### **Appointment of County Department Heads**

*January 1974 (39, S, pp. 2)*

This is a letter explaining the concern of the Commission over the morale of county managers as a result of the observation that 5 out of 6 appointments to county leadership positions were to made to candidates from outside the County. The Commission emphasized that the Board of Supervisors should act to dispel the notion that outsiders will be given favorable consideration for top level positions and to make it clear that those county managers who are qualified will be considered as principle candidates for promotion to leadership positions.

### **Civil Service and Collective Bargaining in Los Angeles County Government**

*December 1973 (38, S, pp. 135)*

The Commission studied the duplication and conflict between the civil service system and the County's established collective bargaining system. The Commission conducted a comprehensive analysis of the entire employer-employee relations system, and presents six recommendations for effective and economic resolutions to problems and conflicts.

**Request that the California State Assembly conduct an Interim Committee Study regarding Assembly Bill 1480 - Sheriff-Marshall Consolidation**

*August 1973 (37, L, pp.2)*

In this letter the Commission requests that the California State Assembly Conduct an Interim Committee Study Regarding Assembly Bill 1480. It supports the consolidation of the Marshall and the Sheriff as being in the best interest of Los Angeles County.

**Employee Relations and Salary Determination in Los Angeles County**

*July 1971 (21, S, pp. 16)*

The Commission reviewed the major elements involved in administering employee relations and determining salaries in Los Angeles County Government. The purpose of this report was to discuss problem areas rather than to draw conclusions. No recommendations were presented in this report.

**Executive Compensation in Los Angeles County Government**

*May 1968 (14, S, pp. 126)*

The Commission evaluated a management consultant's Executive Compensation Study. This report includes supplementary data covering salaries for comparable jobs in both private and public agencies, and a specific review of the salaries paid by comparable government agencies in California.

**Executive Compensation Study Evaluation**

*February 1968 (13, L, pp. 4)*

The Board questioned various sections of a management consultant firm's Executive Compensation Study, and requested the Commission to re-evaluate the report and offer its recommendations. The Commission responded with a letter stating that a thorough study would be conducted and completed within a few months.

**Executive Compensation Study**

*April 1967 (11, S, pp. 87)*

This is a report issued by a management-consulting firm concerning executive compensation and development. It made recommendations for an on-going salary administration plan. This eight-page letter from the Commission outlines the objective of developing a systematic and logical compensation plan that the Board could use in determining executive salaries.

**Recommended Board Action on County Compensation Policies and Practices Report**

*November 1966 (10, L, pp. 3)*

The Commission submitted a letter to the Board outlining the recommendations mentioned in the study, County Compensation Policies and Practices. The recommendations are supported by the Secretary, the Chief Examiner, and the Chief Administrative Officer.

**County Compensation Policies and Practices**

*August 1966 (9, S, pp. 21)*

The Commission organized a Special Industry Committee with representatives from a cross section of Los Angeles business and industry to conduct an in-depth joint salary survey and study the County's compensation practices. The Commission reviewed the Committee's findings and recommends that the Board employ a management consultant firm to develop additional recommendations for more effective procedures in determining pay scales for jobs peculiar to government service.

**Validity of the Joint Salary Survey of March 1, 1965**

*June 1965 (1, L, pp. 3)*

The Commission studied the "Wage and Salary Survey" which was prepared jointly by the City of Los Angeles, the County of Los Angeles, the City Schools of Los Angeles, and the Los Angeles City Housing Authority. The survey presents a summary of private industry wages to serve as a guide in determining 1965 County salary levels. Changes are recommended in the classification of the private industry data to accurately reflect the County personnel structure and to advise the Board to conduct a more in-depth study.

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## Security

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**This Section presents a chronological listing of documents that review security matters (Pre-911) that are faced by the County, such as the existence of security systems.**

**Security Systems in Los Angeles County Government**

*October 1990 (116, S, pp. 20)*

The Commission, in consultation with the Sheriff and the Director of ISD, studied the County's security systems. The purpose was to better coordinate the County's security operations, and to implement an integrated County-wide security system. The report recommended that the Board establish and fund the office of County Security Program Management assigned to the Chief Administrative Office. The office should be staffed by security professionals. The lead position should have management experience in the security profession. The Board should direct the Chief Administrative Office and the County Security Program Manager to perform the

six outlined tasks in the study within 12 months of the manager's appointment.

**Implementation of Commission Recommendations Concerning Security Systems**

*August 1986 (104, L, pp. 4)*

The Commission's letter to the Board considers the County's utilization of a full time professional security consultant as well as the progress the County has made in implementing the recommendations of the Commission report, "Security Systems in Los Angeles County Government" October, 1984 (98, S, pp. 70). The Commission concluded that the program is working as intended and that there has been an increase of cooperative efforts among County departments to meet security needs which require immediate attention. This is primarily true within the courthouse facilities. A resource library was established with information on vendors and prices of security equipment and services, review procedures have been implemented, and interdepartmental planning efforts, such as the Civic Center Security Committee and the Committee of Departmental Security Chiefs, have been revitalized.

**Security Systems in Los Angeles County Government**

*October 1984 (98, S, pp. 70)*

The Commission analyzed the possibility of consolidating all security functions throughout the various departments in order to coordinate security functions. The Commission evaluated the County's existing security program from two perspectives: effectiveness and efficiency. In the absence of standards for effectiveness and of comparative data on success, the Commission focused its analysis on the questions of efficient management systems. There is evidence of problems in the delivery of security services. The Commission's central conclusion is that the problems are attributable to the absence of standards.

**Contracting for Security Services**

*September 1979 (84, S, pp. 37)*

This report is the first in a series on the potential utility of contracting to improve the cost-effectiveness of County operations. The Board of Supervisors established the Contract Services Advisory Committee to develop a list of County services being considered for outside contracting and to work with the Auditor-Controller to develop measures of County cost which are comparable with contracts. The Committee reviewed all County operations, the County ordinance on contracting, and cost accounting methods. Sub-committees were formed on custodial services, data processing, health services, and Mechanical Department services.

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## Commission Documents

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**This Section presents a chronological listing of documents covering operational matters of the Commission, such as the listing of Commission reports.**

**Synopsis of Publications 1965-2005 Citizens' Economy and Efficiency Commission**

*June 2005 (166, S, pp. 30)*

This report updates catalogued and summarized Economy and Efficiency Commission publications since its creation by the Board of Supervisors in 1965. It lists the reports, studies, letters and position papers of the Commission. This synopsis summarizes these publications within categories and presents titles chronologically.

**Synopsis of Publications 1965-2003 Citizens' Economy and Efficiency Commission**

*July 2003 (163, S, pp. 28)*

**Report to the Board of Supervisors on the Activities of the Los Angeles County Citizen's Economy and Efficiency Commission**

*December 2002 (160, S, pp. 10)*

This document reports on the activities of the Commission for the year 2002. During this period, in addition to undertaking projects designed to advance the efficiency and effectiveness of County management and operations, the Commission reports on its activities in the areas of community outreach, operational efficiency, organizational representation and the management of the Commission's strategic direction.

**Synopsis of Publications 1965-2002 Citizens' Economy and Efficiency Commission**

*July 2002 (157, S, pp. 28)*

**Synopsis of Publications 1965-1998 Citizens' Economy and Efficiency Commission**

*February 1999 (153, S, pp. 30)*

**Economy and Efficiency Commission Report Writing Guide**

*December 1998 (152, S, pp.13)*

This document provides guidance as to how to prepare reports and studies for publication. It addresses issues of grammar, format, style, and the processes used in the preparation of documents for the Commission. It is not meant to establish strict criteria for the creation of Commission documents, but rather is designed to be used as a basis for determining the basic information and style considerations for each publication.

**Synopsis of Publications 1965-1997, Citizens' Economy and Efficiency Commission.**

*March 1998 (149, S, pp. 33)*

**Synopsis of Publications 1965-1996, Citizens' Economy and Efficiency Commission**

January 1997 (146, S, pp. 25)

**Synopsis of Publications 1965-1995, Citizens' Economy and Efficiency Commission**

January 1996 (142, S, pp. 17)

**Synopsis of Publications 1965-1993, Citizens' Economy and Efficiency Commission**

June 1994 (133, S, pp. 16)

**1993 Annual Report - Citizens Economy and Efficiency Commission of Los Angeles County**

March 1994 (131, S, pp. 19)

This report summarized the Commission's actions in 1993, concluding that it was one of its most productive years on record. In addition to several administrative achievements, the Commission completed a report on pension restructuring, managed and supported the development of an independent counsel opinion and completed two other major studies within budget.

**Synopsis of Publications 1965-1992, Citizens' Economy and Efficiency Commission**

March 1993 (125, S, pp. 16)

**1992 Annual Report-Citizens' Economy and Efficiency Commission of Los Angeles County**

March 1993 (124, S, pp. 15)

This report summarized Commission activities for 1992, an extremely active year. The Commission hired a new executive director, published in-depth reports on real property management and development, public access to decision-making, policies governing retirement benefits, and one minor report on the civil disturbance. Plans were laid for work on studies of liability and risk management, a pension follow-up study, Proposition A, Department of Health Services overhaul, County budget and economic growth, and other areas.

**Report of the Task Force on Sunset Alternatives**

June 1991 (117, S, pp. 37)

As a result of the Chief Administrative Office (CAO) guidelines for County Committees and Commissions, the Economy & Efficiency Commission recommended a sunset review date and included a study of its operations. The report reviewed the mission of the Commission, its effectiveness, and its recommendation to continue its operations. The report recommended that the Board continue the Commission as constituted with defined mission and roles. The Commission should adopt and observe methods of controlling its priorities. The report urged the Board to provide the Commission with staff and a budget to support its efforts.

**Attachment B - Report on the Economy & Efficiency Commission**

June 1980 (86, S, pp. 22)

This report describes the Commission's operation, reports and recommendations (47 major reports resulting in 215 recommendations, of which 172

were approved by the Board of Supervisors), and gives a brief synopsis of the Commission's reports and implementation of recommendations.

**Report on the Economy & Efficiency Commission - 1976-1977**

June 1978 (80, S, pp. 18)

Since its creation, the Commission has conducted 43 major reports, resulting in 201 recommendations of which, 159 were approved by the Board. Six County Charter amendments were approved by the voters. This report summarizes the contents of the Commission's reports and comments on the action taken.

**Summary Report on the Activities of the Economy & Efficiency Commission**

September 1976 (67, S, pp. 11)

**Report on the Economy & Efficiency Commission - 1975**

May 1976 (62, S, pp. 17)

**Report on the Economy & Efficiency Commission - 1974**

December 1974 (48, S, pp. 14)

**Summary Report - E & E Commission - 1973**

June 1973 (34, S, pp. 12)

**Summary Report - E & E Commission - 1972**

November 1972 (30, S, pp. 12)

**Summary Report - E & E Commission - 1971**

April 1972 (24, S, pp. 11)

**Summary Report - E & E Commission - 1970**

February 1971 (19, S, pp. 9)

# *Citizens' Economy & Efficiency Commission*

*Los Angeles County  
Est. 1964*

<http://eec.co.la.ca.us/>

For more information on these and other programs of the Citizens' Economy & Efficiency Commission, please visit the website:

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