
Economy & Efficiency Commission Meeting Minutes

MINUTES OF THE ECONOMY AND EFFICIENCY COMMISSION

WEDNESDAY, JULY 1, 1992
KENNETH HAHN HALL OF ADMINISTRATION
500 West Temple St., Los Angeles, CA 90012

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

I. CALL TO ORDER

Chairperson Gunther Buerk opened the meeting at 9:30 a.m..

II. ATTENDANCE

COMMISSIONERS PRESENT:

Richards Barger
George Bodle
Gunther W. Buerk
Jack Drown
Louise Frankel
Dr. Mike Gomez
Jonathan Fuhrman
Dr. Alfred Freitag
Chun Lee
Carole Ojeda-Kimbrough
Robert H. Philibosian
Daniel Shapiro
Efrem Zimbalist, III

COMMISSIONERS EXCUSED:

Marshal Chuang
Abraham Lurie
Randy Stockwell
Betty Trotter

COMMISSIONERS UNEXCUSED:

Fred Balderrama

GUESTS

Mr. Robert C. Gates, Director, Los Angeles County Department Health Services
Mr. Ron Hansen, Director, Office of Strategic Planning (DHS)
Ms. Elena Soohoo, Director, Office of Strategic Planning (DHS)

STAFF

Mr. Bruce Staniforth, Executive Director
Ms. Robin Kincaid, Executive Assistant

VISITORS

Charles Kaufmann, Consultant
Ms. Victoria Fouce, Assistant Chief Deputy, Supervisor Antonovich's Office
Mr. Jon Goodman, KNX
Mr. Lawrence Kolb, KCAL-TV
Mr. Gilbert Ledillo, SEIU Local 660-AFL-CIO
Ms. Vicky Smith, San Gabriel Tribune

The absences of Commissioners Chuang, Hoffenberg, Lurie, Stockwell, and Trotter, were excused by vote of the Commissioners present.

III. APPROVAL OF MINUTES

Minutes of the June 3, 1992 full Commission meeting were approved by the Commissioners present.

IV. INTRODUCTIONS AND ANNOUNCEMENTS

Guest and visitors were welcomed to the meeting.

V. OLD BUSINESS

LIABILITY & RISK MANAGEMENT UPDATE

Commissioner Philibosian stated that the task force met last week and directed the Executive Director to use the format established in the DHS Proposal in preparing a list of the issues that the task force believes should be studied together with an estimated cost for the consultants that would be involved. This proposal would then be coordinated with the Board staff to insure that the Commission is on the right track. Commissioner Philibosian noted that the outline should be ready in approximately two weeks. Commissioner Drown made the following motion:

Resolved that: The Commission, in order to avoid unnecessary delay in the Liability and Risk Management Study, delegates authority to the task force to proceed with the project definition, and submit it to the Board staff for review.

Commissioner Fuhrman seconded the motion which was unanimously carried by the commissioners present.

Commissioner Philibosian also noted that Retired California Supreme Court Justice John Arguelles was employed by the Board in March, 1992 to examine the county's risk management processes to determine whether a change in procedures could reduce county liability expenditures, and to examine other areas involving the county's liability.

Retired Justice Arguelles wrote a letter to the Board on June 23, 1992 recommending that his study be confined to the legislative and judicial systems in terms of making recommendations for reform, and that the issues of a more operational nature be left to the Economy & Efficiency Commission to examine. Commissioner Philibosian stated that the task force is in agreement with the letter. Commissioner Barger made the following motion:

Resolved that: Justice Arguelles' comments be incorporated in the task force's communication to the Board.

Commissioner Frankel seconded the motion which was unanimously carried by commissioners present.

Commissioner Philibosian commented that during the task force meeting, members discussed the possibility of having the Commission take a policy position on the Commission's approach to Board requests since they are often stated in broad terms. The consensus of the task force was that the Commission should developed an approach that would include: an initial review; a list of issues; scope of project; estimated cost of the project; and, return to the board within

thirty days of the assignment of the project to the Commission with this information. With this type of outline, the Commission can respond to the Board more quickly giving the Board an opportunity to respond back with their recommendation on how the Commission should proceed.

After discussion by the Commission, Commissioner Philibosian made the following motion:

Resolved that: The Commission develop an approach to project management that includes: an initial review; a list of issues; scope of project; estimated cost of the project; and, return to the Board within thirty days of the assignment of the project to the Commission with this information. Those projects that are considered to be major will use this approach. For those projects determined to be smaller (i.e., approximately \$50,000) the decisions as to how to proceed will be made by the Commission at its own discretion. This approach will be communicated to the Board to insure that they have an ability to further influence the progress of assigned studies.

Commissioner Barger seconded the motion which was unanimously carried by the commissioners present.

PENSION STUDY TASK FORCE UPDATE

Commissioner Freitag, chair of the Pension Study Task Force, stated that he and Mr. Staniforth met with the Productivity Commission, and that the E & E task force also met to review a set of questions posed by Mr. Smith. The task force will review the questions and meet to discuss. The task force has also decided to use the project outline format for its study.

The opinion from Mr. Smith should be received the next week. Once it has been received it will be mailed to all task force members for their review. A task force meeting will be scheduled to discuss the opinion, then it will be presented to the full Commission at the next Commission meeting.

It was noted that the Board of Supervisors has requested for its Tuesday, July 28th agenda, that a representative of the Commission response to their requests of March 3rd and April 28th. It was decided that due to the need to review and discuss before the Board meeting on the 28th, a special Commission meeting will be held on Tuesday, July 21, 1992 at noon, in order for the full Commission to review and approve Mr. Smith's opinion and to formulate a response to the Board.

PROPOSITION A UPDATE

In Commissioner Trotter's absence, Mr. Staniforth updated the Commission. He stated that there are currently two members on the task force. Commissioner Trotter who will serve as chair, and Commissioner Stockwell. Due to conflicting schedules and the need to recruit more commissioners on this task force, no meeting has been scheduled. If you are interested in serving on this task force, please inform staff or Chairperson Buerk.

Mr. Staniforth stated that he has spoken with Supervisor's staff regarding the content of the study. He will develop a project outline for the task force members to review.

PUBLIC ACCESS UPDATE

In Commissioner Trotter's absence, Mr. Staniforth updated the Commission. Commissioners were mailed a final draft of the report for their review and comments. Once all comments are received they will be noted and discussed with Commissioner Trotter upon her return.

Commissioner Fuhrman noted that in a prior draft there was a comment in part III of the report discussing publicizing more extensively the results of the prior Tuesday's meeting tallying the votes on particular issues or listing those approved on the consent calendar. He suggested including these results (tally sheet) together with the agenda material that is sent each week.

Commissioners Zimbalist and Frankel stated that they felt the report was well written and organized very well. Commissioner Frankel noted that some of the recommendations in the report are already being adopted by the Executive Offices.

Chairperson Buerk suggested that the appendix on cost (electronic scoreboard) be referenced in the body of the report. He believes some indication should be given to show that cost isn't a major factor in implementation. Chairperson Buerk noted that there aren't any major changes, and suggested that the report be approved in principle with minor modifications as discussed. Commissioner Frankel made the following motion:

Resolved that: The Public Access Report be approved as submitted with minor typo amendments, addition of publicizing more extensively the results of previous weeks Board actions and a further discussion of cost in the body of the report. Having been approved, with modifications, it can be published.

Commissioner Zimbalist seconded the motion which was unanimously carried by the commissioners present.

Chairperson Buerk commended the work that Commissioner Trotter did in completing this report.

PRODUCTIVITY COMMISSION UPDATE

Due to the absences of Dr. Waddell, the Productivity Commission's representative, and Commissioner Trotter, the Economy & Efficiency Commission's representative, Mr. Staniforth gave an update. He stated that he talked with the Productivity Commission staff and there is no additional news to report. He did note however, that the Productivity Commission forwarded a letter concerning the selection of independent counsel to the Board.

Commissioner Zimbalist inquired if each Commission's role in the pension study has been defined. Commissioner Freitag noted that a definition of duties has been agreed upon by the two Commissions. Neither Commission has authority over the other as to the content of their portion of the study. The report will be published jointly.

DHS MANAGEMENT AUDIT UPDATE

Commissioner Zimbalist, chair of the task force stated that he and Mr. Staniforth met with representatives from the CAO's office and the Auditor-Controller's office to discuss the best way to proceed with the project. He noted that both departments were very helpful and cooperative.

It was decided that a preliminary estimate of the project cost would be obtained from a selected group of consultants based upon a study outline detailing the issues was prepared by Commissioner Zimbalist and commented upon by the task force. It presented two audit options: 1. an audit of the entire Department of Health Services and 2. an audit of the administrative functions of the department. This outline was sent to the Auditor- Controller's Office who sent it to a list of pre-approved consultants for the county. The reply is expected July 27, 1992.

Once the reply has been received and reviewed by the task force and the full Commission, the task force plans to sit down with the Supervisors or their appropriate Deputy to review and determine if the task force is on the right track or if the cost of the study is more than the Supervisors are willing to approve.

Commissioner Shapiro inquired if there is anyone, on the Commission, or in the county, who is familiar with large scale hospital operations who could give some expertise to the task force, and help them define the Request For Proposal (RFP) process. He believes the expenditure for this audit will be very large.

Chairperson Buerk suggested that Susan Berk, who was formerly an Economy & Efficiency Commissioner and is currently a member of the Productivity Commission, is in the hospital management consulting field and may be a valuable resource.

VI. BALLOT INITIATIVE

The discussion on the ballot initiative to create the elective office of County Executive, was postponed until after the presentation by Mr. Gates.

VII. PRESENTATION

Mr. Robert C. Gates, Director, Los Angeles County Department of Health Services

Topic: Mr. Gates will present his department and the critical factors which influence its operations. Included will be the impact of the 1992-93 proposed budget and other potential reductions, the strategic direction of the department and how the Economy & Efficiency Commission's audit could positively impact the department.

Mr. Gates served as Chief Deputy Director of Health Services from 1978 until his appointment to Director by the Board of Supervisors in 1984.

Mr. Gates stated that DHS has developed a Strategic Plan, which has been reviewed and approved by seven County commissions which advise the Board on health-related issues. The theme of the Plan is "Los Angeles County's Health, Uniting For A Common Goal". Mr. Gates stated that in order for our health services system to improve, everyone must work together in a unified effort.

The mission of DHS is to prevent disease to protect and promote health, to provide high quality personal health services, and to provide for the medically indigent and those without access to health services. To carry out its mission, DHS employs over 25,000 personnel and has an annual budget of over \$2.1 billion dollars. DHS operates 52 direct patient care facilities, 40 health centers, 6 comprehensive health centers, and 6 hospitals (representing over 3,500

inpatient beds).

DHS offers a variety of public health programs including AIDS, alcohol and drug abuse, maternal and child health among others. DHS has the second largest local health department in the country following only New York City.

Mr. Gates stated that four of the most important challenges the department faces are: increased poverty and the growing crisis of the uninsured and medically indigent; health problems and needs of county residents; rising costs in health services; and, limited resources. He noted that between 1980-1990 the general poverty population in the county has increased 19%, with an increase in the poor of 33%. Mr. Gates also noted that 2.7 million non-elderly people are uninsured. More than half are poor and near poor, with one-third being children.

There are many health problems and needs for residents of the County. Mr. Gates noted that some of those problems revolve around environmental health which is an ongoing concern (e.g., water quality, sewage disposal). Los Angeles County continues to experience serious outbreaks of communicable diseases such as, tuberculosis. The County has a higher rate of TB than the State or the nation.

Child health is another serious issue where many preschool children do not obtain basic immunizations.

As of April there were more than 15,000 AIDS cases that occurred in the county. Of these, more than 72% had died. It is estimated that 36,000 HIV-infected persons live in the county and will require health care services in the future.

Mr. Gates also stated that there has been a 50% increase since 1980 in births in Los Angeles County. DHS is responsible for approximately 25% of these births. This increase has strained the capacities for DHS hospitals. DHS has to contract out with hospitals, physicians and community agencies in the private sector in order to manage the demand.

Heart disease, cancer and stroke continue as the three leading causes of death in Los Angeles County. It was noted that cancer kills more women than any other disease, and breast cancer continues to be the most prevalent type of cancer among women.

Because of cutbacks in the mental health/illness area, DHS has experienced a great demand of patients in its emergency rooms and for psychiatric services.

Approximately 2.3 million injuries occur each year. Injury is the leading cause of death and disability among children and young people.

Mr. Gates stated that medical emergencies and trauma cases are also a major concern for DHS. The withdrawal of trauma network participants coupled with the rise in uninsured has increased the demand for emergency and trauma services. The demand has increased by 33%. Los Angeles County handles approximately 60% of trauma cases. There are three primary providers in Los Angeles County: USC Medical Center; Harbor/UCLA, Medical Center; King/Drew Medical Center.

Mr. Gates noted that without the dedication and skill of the DHS staff, DHS would not have been able to meet the intense workload demand in the County. The workload includes 176,000 hospital admissions, which represents an increase of 26% from 1981-82; 2.6 million ambulatory care visits, an increase of 179% from 1981-82; 55,300 hospital and contract births, which represents an increase of 113% from 1981-82.

Returning to the department's Strategic Plan, Mr. Gates stated that DHS' vision is to be the best public health organization in the nation. To achieve this vision the Plan outlines ten strategic directions, of which the first two represent the central focus of the department's primary functions: Public Health and Personal Health Services.

Public Health involves the Healthy Los Angeles 2000 Project. This objective is based on three guiding principles: prevention in achieving health objectives for the year 2000; partnerships with business and the community; and, commitment to a vision for the future generations of this County. The Federal government has promulgated national goals for the year 2000, and DHS is layering those down to the County level.

Personal Health Services reflects the department's transition into a unified system of coordinated care services, with an increased focus on prevention and primary care and more efficient use of resources.

The remaining eight directions support the first two objectives. Service Integration, to improve integration of DHS services among separate facilities which serve the same communities; strengthen DHS Financial Resources, including federal support; keeping on track with inform patient identification systems and other major projects through Information Resource Management; incorporates plans to replace, modify and improve DHS facilities through Facility Planning; maximize the potential of Human Resources through the effective forecasting and recruiting of needed personnel, while reflecting the racial and ethnic diversity of communities; pursuing continuous Quality Improvement

through the use of contemporary quality management techniques; reinforce DHS' commitment to limit waits in clinics, improve service settings and enhance client satisfaction with services through Acceptability; and, to promote the awareness, understanding and support of DHS among various publics through Public Relations.

Mr. Gates stated that DHS's recommended budget for Fiscal Year 1992-93 is heavily and unavoidably reliant on tenuous State and Federal revenues. Addressing the financial issues is a top priority for the department. DHS budget levels are barely adequate to sustain the current level of services and programs, increases in service demands and health costs each year continue to increase DHS's expenditures, creating continuous shortfalls. He also stated that over the past twelve years there has been a gradual reduction in the percentage of the County's General Fund devoted to DHS. In Fiscal Year 1992-93, only 8.4% is dedicated to health services compared to 16.8% in 1980-81. An example, in 1980-81 DHS's budget was \$240 million dollars, while the Sheriff's was \$260 million dollars. This year, DHS's budget will be between \$250-\$260 million dollars, while the Sheriff's may be \$800 million dollars.

DHS has successfully pursued aggressive efforts to generate revenues from various sources, such as tobacco taxes, State Legalization Impact Assistance Grant funding and the Medi-Cal program.

Revenues as a percentage of net appropriations have increased from 58.2% to 74.0% since 1981-82. This has translated into an additional \$350 million dollars annually in constant 1991-92 dollars.

While these efforts have eased some of the impact of declining State and County funding, it has become extremely difficult for DHS to maintain existing service levels.

Commissioner Zimbalist inquired as to the sources of net appropriations. Mr. Gates stated that net appropriation revenue consist of approximately \$900 million in Medi-Cal, and revenue from alcohol, drug and AIDS programs, Medi-Care, and private insurance.

Mr. Gates noted that if appropriations had kept pace with the Western Regional Medical Consumer Price Index since 1981-82, DHS' appropriations would have been \$2.8 billion in 1991-92 instead of \$2.1 billion, an increase of 34%.

The 1992-93 recommended budget for DHS relies on over \$300 million in tentative revenues pending State and Federal approval. These include \$67.5 million dollars of State Legalization Impact Assistant Grant (SLIAG); \$100 million dollars from the Medi-Cal Inpatient Donation Program (SB 1255); \$133.7 million from the Medi-Cal enhancements which are awaiting State and Federal approval.

DHS's Fiscal Year 1992-93 recommended budget also does not plan for State health budget reductions currently under consideration. In addition to potential State reductions, DHS's recommended budget includes, \$11.0 million dollars in administrative staff reductions, \$4.5 million in other position cuts, and over \$50 million dollars in other cost savings adjustments.

Mr. Gates stated that there will remain over \$650 million dollars of urgent unmet needs, including a limited number of capital projects (e.g., emergency services, TB control, AIDS programs, et al).

Commissioner Philibosian inquired as to the impact undocumented persons have on the health care system. Mr. Gates stated that in certain areas the number could be very high, especially in the O.B area. He noted that as many as 90% are foreign born, however, that doesn't mean all illegal. Mr. Gates estimates that undocumented persons could be costing health services as much as \$200 million from its entire health services budget.

Commissioner Philibosian believes that since the issue of undocumented persons is a Federal problem, the Federal government should put more emphasis on controlling the borders.

Commissioner Drown inquired how unwanted pregnancies are handled. Mr. Gates stated that DHS will terminate a pregnancy upon request, however, it is a small part of DHS's volume.

Commissioner Zimbalist inquired about the percentage of TB cases that are from immigrants, and the future of DHS in the year 2000. Mr. Gates stated that a significant portion of TB cases are from immigrants. Also, more recently, people who are HIV are compromising their immune systems and are more likely to get TB. He also stated that with additional staffing, inroads could be made in these two factors. Unless there is some fundamental changes in structure, he doesn't see Los Angeles County being able to fund the health care needs. The State has been were DHS has looked for funding. More recently they have looked toward the Federal government.

Chairperson Buerk commented that he sees a big problem in providing a limited amount of services for a much bigger demand for services. Since there generally is no cost associated with services, the demand always exceeds the supply. He inquired how DHS rations the services to meet the bigger demand. Mr. Gates stated that he believes the demand comes from people who don't have the funds. Once someone comes into the health care system, they are expected to

pay for services. They are screened and must prove they are indigent. DHS doesn't ration by cutting out services. Staff does the best they can. The larger the demand, the longer emergency rooms waiting lines become and the longer the waiting times to be treated become. The most critical are seen first, then the next most serious, etc. All persons entering into the system are medically evaluated to determine the extent of their condition.

Commissioner Fuhrman inquired why the Board of Supervisors has given this Commission the task of performing a management audit on DHS. And, if Mr. Gates senses that the Board, or some members of the Board, have lost confidence in the department. Mr. Gates noted that he isn't sure why the Board has requested the study, though there may be some Supervisors who have lost some confidence in the department. He hopes that the audit will show that the department is well managed and will restore that lost confidence in his department.

Commissioner Gomez inquired about the procedures used to determine someone indigent, and how often an indigent person who receives services from DHS sues the county. Mr. Gates stated that there is the screening process that DHS uses to determine eligibility. Unfortunately, they must rely on the information that the patient supplies, and sometimes that information is fraudulent. Malpractice situations are handled by a private management firm called PRM. PRM investigates and try to find the problem. If they believe DHS has made the mistake, they will approach the patient, explain the situation and try to compensate accordingly. If DHS believes they did not make a mistake, they will not settle, but will instead do what is necessary, even if that means going to court.

Commissioner Frankel inquired if the government is going to institute any policy recommendations to help ease some of the problems, and how can the public be better educated about health services. Mr. Gates stated that he believes people are getting more dissatisfied with the way health care is now, that there will be some form of universal health care.

Commissioner Barger inquired if there is a policy of having patients sign arbitration agreements in English and/or Spanish. Mr. Gates stated that DHS has not seen a need to have patients sign arbitration agreements.

Commissioner Drown inquired about the cost for personnel. Mr. Gates stated that total personnel cost run approximately 60% of DHS's budget, about \$1.2 billions per year. Commissioner Drown inquired if he could obtain a simplified budget. Mr. Gates stated that he would forward a budget overview to the Commission office.

Commissioner Shapiro commented that the trend in health care in the last ten years has been toward out-patient services and minimizing the time in the hospital and utilizing new technology to cut cost. He inquired if the county is following this trend. Mr. Ows stated that the county does have some out- patient services, and in the O.B departments there are cost saving birthing centers.

Chairperson Buerk thanked Mr. Gates for his overview, and Mr. Ron Hansen, Director of Strategic Planning, and Ms. Elena Soohoo, Office of Strategic Planning for their assistance with the presentation.

VIII. NEW BUSINESS

In Commissioner Hoffenberg 's absence, Mr. Staniforth updated the Commission. He noted that in his proposal on concerning Grand Jury recommendations that Commissioner Hoffenberg suggested that the Commission consider the follow up of Grand Jury recommendations.

Chairperson Buerk suggested that the former foreman of the Grand Jury accept that review role for the Commission and report back to the Commission in those instances that he/she would consider important for Commission action.

Commissioner Fuhrman noted that the Grand Jury recently did a report on the pension issue and suggested that the Commission invite the Grand Jury task force to the next Commission meeting to discuss their investigation on the pension issues.

Chairperson Buerk believes that suggestion is a good idea. He noted that the current Grand Jury foreman will become an Economy & Efficiency Commissioner in September, 1992.

VI. BALLOT INITIATIVE (continued)

The measures on the ballot initiative is to create the elective office of County Executive. In order to take some action, two-thirds of the appointed members must endorse it. Since there is a lack of the two- thirds at today's meeting, a vote cannot be taken. Chairperson Buerk suggested this item be held for the special Commission meeting on July 21st.

Commissioner Fuhrman expressed concern that there may never be two-thirds of the commissioners present at one meeting, and would like to record the Commissioners in attendance votes and take proxy votes from the absent commissioners.

Chairperson Buerk stated that due to the Brown Act, proxy votes can not be accepted. The only way action can be taken is when two-thirds of the commissioners are present at an open Commission meeting. He suggested all commissioners be urged to attend in order to vote.

Commissioner Drown inquired if the each supervisor has made all their appointments to the Commission, and where the initiative stands at this point.

The Commission currently has nineteen (19) members (Supervisors Molina and Dana each have one vacancy). The Operating Procedures state that there has to be a two-thirds of the appointed members to make an endorsement, vacancies do not count.

Commissioner Zimbalist stated that Commissioner Trotter is more familiar with this issue. The ballot initiative has passed an initial review, although there may be some challenges in the future. It is scheduled for the November, 1992 ballot. There are three measures on the initiative: create the elective office of the County Executive; expand the Board from 5 to 7; expand the Board from 5 to 9 (the two measures on expanding the Board could only be effective if the measure to create a County Executive is passed). The County Executive measure could be effective without the expansion of the Board measures.

The County Executive would be elected to the position by vote. He/she would have the primary power to hire and fire department heads, veto actions taken by the Board of Supervisors (the Board can override vetoes by a two-thirds votes).

Commissioner Zimbalist believes the central issue is leadership. There are approximately 39 plus/minus departments who are reporting to the five Supervisors who are widely disbursed in their political philosophy and operating practices. Except for budgeting purposes, the Board cannot closely supervise these departments. He believes there is no effort at the top to integrate the work of the department heads into a cohesive whole where there is interdepartmental coordination in implementing strategies. Each department has its own strategies, even though some services to the public may involve all county departments.

Commissioner Zimbalist also expressed his concern that there are too many departments in the county. He believes that the organizational structure has to be changed, possibly with less departments. A County Executive would be able to exert more control over departments because they would be under one leadership, and the politicking, hopefully, will not be an issue. He also believes that this person would provide the management and leadership the county needs. The County Executive should be a representative speaking with one voice for the people of Los Angeles County. One who can express the problems and needs of the people.

Commissioner Zimbalist expressed the arguments against the proposal as follows: Los Angeles City has an elected executive and there may be some question as to how effective this form of government has been, and the political issue of who would be elected to this position. The answer to each of these is that a leader is critical to the effective management of the County. It has been stated that there would be not increase in County cost as a result of this initiative.

This issue will be discussed and possibly voted on at the special Commission meeting scheduled for July 21, 1992 at noon, in room 830-A.

VIII. NEW BUSINESS (continued)

MISCELLANEOUS

Chairperson Buerk noted that during last month's presentation by Ms. Lea Ann Mitchum from the CAO's office on the proposed budget, he had inquired about a municipal budget for the unincorporated areas of Los Angeles County. It was stated that there is no separate budget for these areas. Chairperson Buerk suggested that the Commission review the issue further, and that staff perform a cursory review on how this issue is handled in other counties He believes if there is some precedent, a letter can be drafted and sent to the CAO's office, and possibly the Supervisor's Office. Commissioner Frankel made the following motion:

Resolved that: The Commission staff conduct an initial review of the funding of services to unincorporated areas with the objective of determining the responsiveness of these services.

Commissioner Gomez second the motion which was unanimously carried by the commissioners present.

Commissioner Frankel announced that Thursday, July 2nd would be the last day Sergeant Jerry Greene will work in the Office of Security Management. He will rotate off this shift and return to the Sheriff's Department. Sgt. Greene, along with Lt. Patrick Soll, has provided valuable assistance to the Security Systems Task Force. Commissioner

Frankel will be taking them to lunch today, at her expense, and will, on behalf of the entire Commission, express gratitude for their assistance. She noted that Lt. Soll is scheduled to rotate back to the Sheriffs Department in January, 1993.

IX. PUBLIC COMMENT

None

X. ADJOURNMENT

The meeting was adjourned by vote of the commissioners present.

Respectfully Submitted,



Bruce J. Staniforth
Executive Director

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