
Economy & Efficiency Commission Meeting Minutes

MINUTES OF THE ECONOMY AND EFFICIENCY COMMISSION

WEDNESDAY, SEPTEMBER 2, 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. APPROVAL OF COMMISSIONER'S ABSENCES

COMMISSIONERS PRESENT:

George Ackerman
Richards Barger
Gunther W. Buerk
Jack Drown
Louise Frankel
Jonathan Fuhrman
Dr. Mike Gomez
Chun Lee
Carole Ojeda-Kimbrough
Roman Padilla
Robert H. Philibosian
Betty Trotter

COMMISSIONERS EXCUSED:

Fred Balderrama
George Bodle
Marshal Chuang
Dr. Alfred Freitag
Abraham Lurie
Daniel Shapiro

Randy Stockwell
Efrem Zimbalist, III

GUESTS PRESENT:

Gary N. Conley, President. Economic Development Corporation

STAFF PRESENT:

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

The absences of Commissioners Balderrama, Bodle, Chuang, Freitag, Lurie, Shapiro, Stockwell and Zimbalist, were excused by vote of the Commissioners present.

Chairperson Buerk asked staff to prepare the quarterly attendance report for the Board of Supervisors.

III. CONSIDERATION OF MINUTES

Minutes of the August 5, 1992 Commission meeting were approved by the Commissioners present.

IV. INTRODUCTIONS AND ANNOUNCEMENTS

George Ackerman, who served as the 1991-92 Foreman of the Grand Jury, and was appointed to the Commission by the Board of Supervisors, was welcomed to the Commission. Mr. Ackerman previously served as Vice-President of sales for Virco Manufacturing Corporation. He currently serves as President and Chairman of the Council of Synod of Southern California (310 Presbyterian churches of California and Hawaii)

V. OLD BUSINESS

PENSION STUDY STATUS

In Commissioner Freitag 's absence, Mr. Staniforth gave the update. An RFP was sent to those firms on the Auditor-Controller's list. Of the Forty-two firms contacted, no positive responses were received. The firm, W F Corroon, is located in San Francisco and has agreed to conduct the study for under \$25,000 dollars and to deliver their completed study to the task force on or about September 11, 1992. He stated that on August 17th the task force submitted a Sole Source Justification for Hiring of Consultant to conduct the pension study. Copies were also sent to each Supervisor, and other appropriate departments.

The task force met with the consultants at its August 26th meeting to review the consultant's progress. At the meeting members were given an outline of the proposed study.

Commissioner Fuhrman who has been attending the task force meetings, noted that he was very impressed by the consultant's study and their quick turn-around on the project.

Commissioner Frankel stated that she was also impressed with the consultant's works, and their handling of the project.

Mr. Staniforth suggested that the Commission may want to discuss the procedures for submitting the document to the Board of Supervisors.

Commissioner Philibosian stated that the Commission's report is the document that should be sent to the Supervisors. He expressed his objection to the consultant's report being sent to the Board until the task force has an opportunity to make its report to the Commission, and the Commission has had the chance to discuss the report.

Chairperson Buerk agreed with Commissioner Philibosian noting that when the structure of the Commission was changed to include hiring consultants to assist in some of the studies, this change was not meant to exclude the task force or the full Commission from being involved in producing studies.

Commissioner Frankel stated that it was never the task force's intention to bypass the Commission, and that the task force decided to review documents over the weekend if sent to them on Friday.

Commissioner Fuhrman stated that the consultants have agreed to release their report, chapter by chapter if possible, to expedite the task force's review process. He believed that based upon the independent counsel's report, and the consultant's report, the task force would then compile its own report that includes specific policy recommendations for the Commission to review before submission to the Board.

Chairperson Buerk stated that the practice of the Commission has been that once the task force has the information, the task force presents written recommendations to the full Commission for discussion, adoption, or modification. Once the Commission has reviewed and approved the final report, it is then submitted to the Board. He suggested that the task force begin to formulate some policy recommendations.

Recognizing the limited amount of time the task force has to formulate recommendations (the Board has requested a representative of the Commission to appear at its September 15th meeting to present its report) it will be almost impossible to study the consultants report, and have a written preliminary draft to the Commission within three days.

Commissioner Fuhrman inquired if it would be practical for the Commission to release the consultant's report without accompanying recommendations by the Commission, and informing the Board that the Commission is in the process of formulating recommendation.

Commissioner Drown inquired as to the purpose of releasing the consultant's report before the Commission has completed its report.

Commissioner Fuhrman noted that by releasing the consultant's report, the Board would have some basic information on how our system compares to other public and private sector systems.

Commissioner Frankel stated that budget deliberations are also scheduled for September 15th. Having the Commission's report would allow the Board to address the pension issue so that they can include the appropriate provisions in the budget. She also suggested that a special Commission meeting may be required to review the task force report, if it can be done by September 15th.

Commissioner Ojeda-Kimbrough suggested that the task force may want to look at the studies already published, such as the Grand Jury's and Productivity Commission's reports. She stated that some on the issues addressed in the Productivity Commission's report are relevant to this Commission.

Commissioner Philibosian stated that he would prefer to study the consultant's report and meet with the task force to formulate written recommendations, and then present those to the Commission in writing for their review according to the Commission's standard practice. He also noted that the task force had established a time schedule with a completion date for the end of September or early October, 1992.

Chairperson Buerk stated that on August 18th the Commission sent the Supervisors a preliminary letter that made two recommendations concerning avoidance of additional liability, and requesting that County Counsel provide the necessary legal advice for the Board. He also suggested that the Commission follow its usual practices.

Commissioner Barger inquired as to why the Commission would want to send the consultant's report to the Board without the Commission including its own recommendations. He believes this would be bypassing the Commission, and could also make the Commission's report seem irrelevant.

Commissioner Fuhrman stated that due to the time constraint, the Commission should be able to present to the Board what it has accomplished to date, and inform them that the Commission is reviewing the information, and will present its policy recommendations as soon as possible.

Chairperson Buerk stated that he will essentially state to the Board what Commissioner Fuhrman has expressed. He will advise them of both the independent counsel's opinion and the consultant's study, and let them know that the task force and Commission are in the process of formulating some policy recommendations.

Commissioner Frankel believes the task force should have a deadline on its activities. She also suggested that the pension task force meet on the Monday, the 14th of September, after the consultant's full report is received.

Commissioner Fuhrman agrees the task force should meet after receiving the consultant's report. He also suggested that all Commissioners be invited to the task force meeting to offer their suggestions.

Commissioner Philibosian noted that the Executive Director's schedule should also be included in the time schedule, as he is also working on other projects.

Commissioner Frankel suggested that the other projects be placed on hold, considering the importance and time constraints of the pension study.

Commissioner Philibosian asked Mr. Staniforth to give the Commission a projected time schedule, allowing that he would have to prepare a draft recommendation for the task force that would assist discussions during the meeting. Mr. Staniforth stated that it would probably take two full days, if he could work on nothing but that one report.

Commissioner Philibosian noted that after the draft has been prepared for the task force to review, and then more discussion and modification before it can be presented to the full Commission, it will probably take Mr. Staniforth two weeks from receipt of the report to complete the full cycle.

Mr. Staniforth noted that his time schedule for completing projects is lean, as the DHS task force is planning to issue an RFP this week, with the responses due in three weeks. It will then be another week for the DHS task force to evaluate the responses. The pension study and DHS study will probably overlap.

Chairperson Buerk, suggested that the pension task force be asked to come up with their recommendations before the October meeting.

Commissioner Fuhrman suggested that if the task force is able to complete its project by the 15th of September, a special meeting could be called.

Chairperson Buerk, acknowledged Commissioner Fuhrman's suggestion, but noted that the task force should be prepared to present its findings at the October meeting. However, if the project is completed before the 15th of September consideration will be given to calling a special meeting.

Commissioner Philibosian suggested that the October meeting be changed from the 7th to the 8th, because the 7th is a holiday.

Commissioner Frankel concurred and offered an alternative of September 30th.

Commissioner Drown inquired about the urgency of the Board of Supervisors requiring the pension study on September 15th.

Commissioner Padilla responded by stating that if there is a way money can be save by implementing the pension recommendations, those funds could be used toward programs that may be severely reduced or eliminated. If the Board decides on the budget now, and the report comes out later, adjustments to the budget will have to be made. However, it will probably take several weeks before the budget deliberations are completed, due to the numerous presentations that will be made to the Board for saving various programs.

Commissioner Fuhrman also noted that the Board is in the process of negotiating various contracts with employee groups, which anticipates offering benefit plans which would extend the County's liability to employees.

Commissioner Philibosian offered the following motion:

Resolved that: the Commission meeting scheduled for October 7th be changed to October 8th.

Commissioner Frankel suggested the following amendment:

Amendment: and if the task force completes its preliminary report before the end of September, a special meeting will be scheduled for September 30th.

Commissioner Philibosian declined the amendment.

The motion, without amendment, was second by Commissioner Trotter, and approved by those Commissioners present.

Commissioner Fuhrman stated that Mr. Staniforth and the task force did an excellent job of locating a firm that has expertise in the necessary areas. He also stated that single sourcing may be an alternative approach the Commission may wish to explore in the future.

DHS AUDIT UPDATE

In Commissioner Zimbalist's absence, Commissioner Barger gave the update. He stated that the task force met on August 25th to review the 31 responses received from the request for estimate that were sent out by the Auditor-Controller's Office.

The request proposed two audit alternatives: audit of the entire DHS or DHS' administrative functions only. The estimates averaged \$1 million dollars for a complete audit of DHS, to approximately \$300,000 for an administrative audit.

The task force states in its proposed letter to the Board (refer to handout material) that after further discussion, the Commission believes the two alternatives are beyond the scope of the Board's original intent and the level of funds available to accomplish these tasks. The letter also states that the Commission recommends the Board to authorize a

study of DHS executive and managerial structure.

Commissioner Barger also noted that the letter mentions the discussion with the Director of DHS and the CAO's Office, where it was agreed that the cost of the audit would be funded within DHS' departmental appropriation. The estimated cost for the managerial study will run between \$100,000 and \$200,000 dollars.

Commissioner Frankel noting the budget problems of the County and the fact that DHS may have to operate with fewer funds, inquired how DHS plans to fund the project.

Commissioner Padilla stated that each County department is required by the State to perform audits, and that each department has a separate allotment in their budget for this purpose.

Commissioner Barger stated that the task force has also come up with a time schedule (copies are attached to the Board letter) for completion of their project.

Commissioner Barger made the following motion:

Resolved that: the Commission approve sending their letter to the Board, and that the Commission also approve the task force's time schedule.

Commissioner Padilla inquired if the task force will be addressing the issue of performance based pay in its report. Commissioner Barger stated that in the work order portion of the Board letter, under the process of decision-making and control section, one of the areas to be addressed is the effectiveness of a manager's decision-making related to their performance rating and compensation.

Commissioner Barger's motion was second and approved by those Commissioners present.

LIABILITY & RISK MANAGEMENT UPDATE

Commissioner Lee, chair of the task force, stated that the task force has yet to hold another meeting. However, in the interim Mr. Staniforth has been working on a draft for an RFP. Mr. Staniforth stated that he is in the process of preparing a draft which once complete will be FAXed or mailed to the members for their review. He also noted that in July a letter was sent to the Board advising them that the Commission estimates it will need five months to complete its study on liability. This time schedule puts the due date of the study at December, 1992.

Mr. Staniforth also stated that a draft RFP is currently out for comment, and to the extent that the Commission could approve it the process would move much quicker if the task force, or executive committee had the authority to issue the RFP.

Commissioner Barger moved the following:

Resolved that: the Commission grant the task force the authority to issue the RFP upon task force approval of the final draft.

Commissioner Padilla second the motion, which was approved by those Commissioners present.

Commissioner Frankel inquired if the freeze has been removed on hiring consultants.

Mr. Staniforth stated that the funding issue has not been resolved. He will discuss with the CAO where the funding would be obtained for the study.

Commissioner Padilla inquired as to a time frame for Judge Arguelles' study on tort reform and County liability.

Mr. Staniforth stated that Judge Arguelles' had sent a letter to the Board questioning if he should proceed with his aspect of the study considering the E & E Commission's involvement with the liability issue. He noted that he should be relieved of addressing the issue of risk management since the Commission has already been given this task. To date, the Commission has not received any communication on the status of Judge Arguelles' study.

THE REMAINING ITEMS UNDER OLD BUSINESS WERE POSTPONED UNTIL AFTER THE PRESENTATION.

VI. PRESENTATION

Mr. Gary N. Conley, President, Economic Development Corporation of Los Angeles County

TOPICS: Overview of the functions and responsibilities of the Economic Development Corporation (EDC) and how

they relate to the operation of County government. In addition, he will discuss ideas that EDC has for improving the quality of governmental services and the recommendations they have developed to accomplishing this objective.

Mr. Conley was named President of the EDC in February, 1991. For four years he served as President of Cleveland's North Coast Harbor, Inc., Cleveland's \$900 million lake from development program. He also served as Director of Economic Development for four years, and Executive Director of the City-wide Development Corporation of Dayton, Ohio.

Mr. Conley stated that California is the largest and richest State in the nation, with an incredible collection of economic assets. However, he noted that the unemployment rate for Los Angeles County is approximately 11.2% compared to the national rate of 7.6%. The failure rate for businesses is also high, leaving one to believe that even with the assets California has, it is in a depressed economy.

Mr. Conley stated several reasons for today's economic conditions. Some are a result of issues that are national in scope such as, the management of the Federal deficit. Some are the results of productivity, which encompasses Federal, State and Local concerns. As the State entered this recession, the nation experienced one of the slowest growth rates in its history. Technically the recession is over, but it has been one of the slowest recovery period. It is believed that one of the reasons for the slow recovery is a decline in the rate of productivity for workers in this country compared to the rate in nations which we compete.

Mr. Conley stated an example of which the trend of productivity in Japan over the last thirty years has increased an average of 6% per year. In West Germany its been 4%, and in the U.S. the rate is less than 2% for this period.

It is believed that one of the reasons for the decline in productivity is a result of a very large portion of the economy is being spent by government. Therefore, much of the productivity measures that are included in the rates are due to a lack of productivity growth within government.

By way of example for productivity improvement, Mr. Conley noted that a few years ago, EDC contracted with the County to operate the County's film office. This office is responsible for issuing permits to allow businesses within the film industry to undertake location filming. In the past, it took two days to issue a permit. Under EDC's operation, it now takes two hours. Not only was the issuing time decreased considerably, the overall level of customer service was improved. Employees are accessible 24 hours a day, seven days a week, using the beeper system.

Mr. Conley stated that the major complaint from business is that government seems so bureaucratic and so high bound that there seems to be little interest in the welfare of businesses in the community, upon which the tax base of governmental services depend.

Mr. Conley believes Los Angeles County should strive to create, not by throwing out regulation, or bending them, but by improving customer service and productivity within its regulatory services. This in turn, would create a much higher level of business satisfaction with Los Angeles County.

With this idea in mind, a program was launched earlier this year called "L.A. Means Business!" Through this program EDC has gone to every regulatory agency and every political sub-division in the County and asked them to appoint an ombudsperson. The ombudsperson would help resolve business complaints.

EDC also would like to institute programs, such as quality service programs within governmental agencies, that would address issues before they become problems. A proposal was sent to the CAO, who endorsed the program, to implement such a program. Private industry has been approached to fund the proposal. The proposal would provide for customer service training, and an operations improvement task force to work with individual County departments to adopt new management techniques to increase their productivity.

Mr. Conley concluded his presentation by handing out copies of EDC's Proposal For Funding, and Business Resource Guide.

Chairperson Buerk opened the floor to questions.

Commissioner Drown inquired about EDC's structure and responsibilities. Mr. Conley stated that the EDC was created about ten years ago on initiative of the Board of Supervisors to try and improve the area's economy.

EDC is a private non-profit organization, whose mission is to promote business competitiveness and job development within the County by addressing key economic issues. EDC is active in the worker compensation issue which is a major concern of business, and is also very active in programming with the aerospace industries because of the enormous cutbacks.

EDC's funding comes from membership dues and from revenue generated by an industrial park that EDC operates.

The only direct funding they receive from the County is through their contact with the County for the film office. EDC's budget for this year will be approximately \$1.2 million dollars.

EDC has approached approximately 116 chambers within the County for their support of the L.A. Means Business! program. Los Angeles, Long Beach, and approximately 48 other chambers have endorsed the program, though they do not contribute any funds to EDC.

Chairperson Buerk noted that a former Economy & Efficiency Commission Commissioner, Mr. Robert J. Lowe, is a member of EDC's Board of Directors.

Chairperson Buerk inquired what Mr. Conley believes would be the best approach for regulators. Mr. Conley stated that inspectors acts as facilitator and overseer. He believes that regulators should be able to perform functions, though it has become more difficult for them to perform overseer functions. He believes that regulations are needed for improvements. But management practices should be reviewed to see if they are as efficient as they should be.

Dr. Waddell commented on the national employment figures that Mr. Conley previously mention. He believed the rate to be 7.8%. He believes the rate of productivity improvement is at 2.3%. Government is not included in productivity figures, because its difficult to measured. However, there is a measure in the County to improve productivity. A Total Quality Management program has been instituted in five departments, as a pilot program.

The Productivity Commission, since its inception, has documented over \$300 million dollars in first year savings. He believes the awareness to improve productivity has also increased in the last few years. He believes new management techniques needs to be discussed at the department level, and one or two notches below the department level. The Productivity Commission would look forward to working with Mr. Conley, and EDC to bring about a better understanding of what the Productivity Commission is doing for the County. Mr. Conley stated that he would be interested in meeting with the Productivity Commission to discuss productivity issues.

Commissioner Barger stated that the Los Angeles County use to be a great source of manufacturing jobs. He noted an article stating that the DMV announced that for the first time there are more people leaving the State who are giving up their driving licenses. He inquired how EDC proposes to track some of the manufacturing base back to Los Angeles County.

Mr. Conley stated that the County will need to use its existing resources to develop new industries and new products. He noted that the area where Los Angeles County will continue to be competitive is in the high value added portion of the manufacturing sector, on new products and higher technology products. Strategies should focus on taking the defense industry and its technology and capability of its people that exist, and develop new businesses and new industry around them.

Chairperson Buerk inquired if EDC prepares economic forecast for the County, that would deal with these types of questions and make some projections. He also inquired about the interfacing problems between business and government, and how they can be solved.

Mr. Conley stated that the only forecasting that EDC does is a semi-annual forecast, that looks at a year to eighteen months ahead. He believes government and business should be more collaborative. Cooperation and collaboration works better than confrontation. There are some specific things that needs to be changed in the legislature. EDC has a very active lobbying effort in the legislature on the worker compensation issue, as there is a need for a resolution on this issue.

Commissioner Drown inquired as to the reasons businesses in other states give for not wanting to move to California. Mr. Conley stated that the primary reasons cited are workers compensation, regulatory environment, quality of schools, and cost of housing.

Commissioner Ojeda-Kimbrough inquired if the community has a voice before the film industry is granted a permit to work in a certain area. She noted the congestion by film crews in the downtown area, on any given day, that makes it harder for those who work in the area to commute. Mr. Conley stated that there are three film offices that operate within the County: the County Office, which EDC operates; the City Office, which is the nearest jurisdiction for the downtown area; and, the State Office which deals with state owned facilities.

On any permit EDC issues, depending on the location, they do consult with the neighboring communities, and also require that the industry also do some consultation. EDC is trying to lessen the irritation of the community by informing them of the contribution the film industry makes to the economy. A public education program is in development, where the EDC is producing trailers that film exhibitors in the County could use to explain some of the economics of the industry, and how it contributes to jobs for the community.

Commissioner Barger inquired of Mr. Conley's prognosis for the economy over the next ten years. Mr. Conley believes the long term prognosis is very good. He also believes the severity of problems are becoming more widely acknowledge, and that the international competition the U.S. will face is going to prove the strongest motivation for social change. The country has to be competitive and control its spending in order to accomplish these goals.

Chairperson Buerk thanked Mr. Conley for his presentation.

V. OLD BUSINESS (continued)

PROPOSITION A CONTRACTING UPDATE

Commissioner Trotter, chair of the task force, stated that part of the study was on hold. Now it seems that all of the eight points addressed in the Board's motion are on hold. Nothing has been done on the various request to the County Counsel and the CAO, therefore, there doesn't seem to be an urgency to this study.

It is anticipated that once some of the more pressing studies are complete (Pension, DHS) the task force will try to reconcile the motion with some of the other things that have been done by the Commission on contracting in the past. It may be that the contracting study that was completed in 1987 should be reviewed to determine what has been accomplished and what hasn't.

Chairperson Buerk also suggest that the task force formulate a time schedule for the Commission to follow the task force progress.

Commissioner Trotter noted that the task force will be developing a time schedule for their project.

PRODUCTIVITY COMMISSION UPDATE

Dr. Waddell stated that the Commission held a meeting on August 10th, where the Overtime Report was presented and approved. The report noted that overtime does not seem to impede productivity, and that the 4/40 operation in Public Works has been a great benefit, especially in reducing overtime. The report also noted that County was not abusing overtime. Copies of the overtime report will be sent to each Commissioner.

Dr. Waddell also noted that the Productivity Commission holds a Quality Awards luncheon each year to honor those awardees who submitted productivity projects for evaluation by the Productivity Network. This Network reviews approximately 300 projects each year, and narrows the field to ten. The Productivity Commission reviews the top ten projects and selects one for the top award.

There was a special meeting of the Productivity Commission on August 3 1st, where their retirement report was presented and approved. Mr. Staniforth stated that copies of this report were sent to the E & E's pension task force members. Additional copies will be sent to all other Commissioners as well.

The report produced seven recommendations, which in essences states that the Board should: Examine possible alternatives to current Salary Deferral Program and its associated fiscal implications; Require future programs be retirement- eligible only at the time earned; Immediately eliminate security and transportation allowances as pensionable compensation items for future employees; Direct CAO to formally notify the Retirement Board of any and all changes affecting County pension system; Identify elements of employee compensation that are to be considered pensionable; Examine the advisability of an amendment to the County Employees Retirement Law of 1937; and, Examine the value and benefits to the public sector of federal regulation of public pension plans.

VII. NEW BUSINESS

TASK FORCE OPERATIONS - discussion of means by which to reduce the completion time of assigned projects

Commissioner Gomez stated that he and Commissioner Fuhrman discussed the length of time it takes to complete projects. He noted that the feedback from their Supervisor is that it takes the Commission to long to complete some of its projects. He used the RFP process as an example, where it takes three or four weeks to receive a response, then those responses have to be reviewed, a selection then has to be made, etc. In order to expedite some of these processes, perhaps consultants could be hired, on retainer, to handle some projects. If consultants were on retainer when the Commission needed a study done it would be handled by these consultants. This process could eliminate weeks of delays.

Chairperson Buerk noted that the feasibility and legal aspects of hiring consultants on retainer would have to be addressed.

Commissioner Barger stated that when the Board request a report in a certain time frame, the motion needs to be

clearly defined. Usually when a request for study is given to the Commission, it is too ambiguous for the Commission to proceed in a timely fashion.

Chairperson Padilla noted that the Commission could lose some credibility if studies are not done in a timely matter.

Chairperson Buerk noted that the timeliness of projects is an important issue that the Commission should think about and try to streamline the process. He also noted that it is important that the Supervisors don't have the wrong expectations.

MISCELLANEOUS

Chairperson Buerk stated that he had written a letter to the CAO's office on August 5, requesting additional information on the unincorporated areas, and why there is no separate budget for municipal services. The CAO's Office is in the process of preparing a letter of response.

Chairperson Buerk suggested a task force be appointed to study the budgeting procedures for providing municipal services to unincorporated areas, and to make recommendations for improving these procedures.

Commissioner Barger moved the following:

Resolved that: the Commission form a task force to study the budgeting procedures for providing municipal services to unincorporated areas, and to make recommendations for improvements.

Commissioner Drown second the motion which was carried by those Commissioners present.

Commissioner Trotter noted that the Public Access report has been printed and will be widely distributed.

Mr. Staniforth stated that copies of the report are being distributed to the Supervisors Offices, each County department, the media, each supervisorial candidate, arid various tax payer and governmental associations. Copies are also being sent to all city managers in the County. Approximately 255 copies of the report will be mailed, not including the copies mailed to each Commissioner.

VIII. PUBLIC COMMENT

TASK FORCE OPERATIONS - discussion of means by which to reduce the completion time of assigned projects

None

IX. ADJOURNMENT

The meeting was adjourned by vote of the Commissioners present.

Respectfully Submitted,



Bruce J. Staniforth
Executive Director

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