

**1992
ANNUAL
REPORT**



***THE LOS ANGELES COUNTY
CITIZENS' ECONOMY AND
EFFICIENCY COMMISSION***

MARCH 1993

**The Los Angeles County
Citizens' Economy and
Efficiency Commission**

Chair

Gunther Buerk

Vice-Chair

Betty Trotter

Commissioners

George Ackerman

Fred Balderrama

Richards Barger

Judith Brennan

Marshal Chuang

Jack Drown

Louise Frankel

David W. Farrar

Dr. Alfred Freitag

Jonathan Fuhrman

Dr. Mike Gomez

Chun Lee

Carole Ojeda-Kimbrough

Roman Padilla

Robert Philibosian

Daniel Shapiro

Randolph Stockwell

Efrem Zimbalist, III

Executive Director

Bruce J. Staniforth

Assistant to the Executive Director

Peter C. White

The Mission of the Economy and Efficiency 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 directed toward improving local government economy, efficiency and effectiveness.

March, 1993

The Honorable Edmund D. Edelman
Chairman
Los Angeles County Board of Supervisors
Kenneth Hahn Hall of Administration
500 West Temple Street
Los Angeles, CA 90012

Dear Supervisor Edelman:

The Economy and Efficiency Commission recognizes its commitment to keep your Board informed as to its activities and achievements throughout the year. In meeting this commitment, I am pleased to submit to you the Annual Report of the Economy and Efficiency Commission for the calendar year 1992.

Many referred to 1992 as the "Year of Change." This was certainly true for the Economy and Efficiency Commission. The Commission faced many challenges, which have provided opportunities for meaningful growth. I am pleased not only with the projects that the Commission has undertaken and completed this past year, but also with the changes that have taken place within the Commission.

Over the past year the Commission, working with its new Executive Director, has been able to reorganize its operations. Four projects and a letter presenting a set of recommendations concerning the Civil Disturbance of April 1992 were submitted to the Board of Supervisors by the Commission. This work could not have been accomplished without the hard work and dedication of each Commissioner. These citizens have volunteered approximately 1500 hours of their time and expertise without pay towards making Los Angeles County Government more efficient and economical. The 1992 Annual Report that follows discusses both the detail of the activities we have undertaken and the Commission's accomplishments in each of these areas.

As we look to 1993, we see opportunities that offer an equally challenging year. At a time of dwindling resources for local and state governments, the mission of the Commission, to assist Los Angeles County Government to improve its economy, efficiency, and effectiveness, is now more important than ever.

Respectfully,

Gunther W. Buerk, Chair

c: Each Supervisor

CITIZENS' ECONOMY AND EFFICIENCY COMMISSION



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THE ECONOMY AND EFFICIENCY COMMISSION

The Los Angeles County Citizens' Economy and Efficiency Commission is an independent body established to advise the Los Angeles County Board of Supervisors on matters dealing with improving the economy, efficiency, and effectiveness of County operations. Created in 1964 by Chapter 3.16 of the Los Angeles County Code, the Commission consists of 21 Commissioners appointed by the Board of Supervisors. Each Supervisor appoints four Commissioners for a period of two years with the possibility of being reappointed. The previous year's foreman of the Grand Jury serves on the Commission for a period of one year.

The improvement in the economy and efficiency of county government is the underlying theme of the projects completed in 1992 and those projects that are to be undertaken in 1993. In the process of providing the Board an objective evaluation of the operations and policy structure of County functions, the Commission hopes to make recommendations that will enable the more efficient and economic use of County resources.

The Commission is in a unique position to function in this role. Acting in its advisory capacity to the Board of Supervisors, it is established as a continuing and external agency that is recognized for its independence and objectivity. The focus of the Commission is to study systemic issues with a long-range orientation. To further assist the County in achieving its objectives, the Commission monitors the implementation of its own proposals.

The commitment of the Commissioners makes this a unique organization. These individuals represent the citizens' voice, and act as their advocate. This advocacy is not intended to be confrontational, but rather is a non-partisan voice aimed at improving the operations of county government by means of positive and proactive recommendations. Efficiency and cost savings are at the core of all the Commission's recommendations.

The background of the Commissioners and the expertise that they bring to the analysis of an issue are the critical resources brought to Commission projects. Their experience is broadly based, coming from Fortune 500 companies, real estate, entrepreneurial businesses, medicine, law, grass roots community organizations, and local government. This breadth of experience enables the Commission to effectively respond to a wide range of issues with continuing credibility. As new Commissioners are appointed, this pool of knowledge is renewed and refined. The Commission is not a static body, but instead, is a fluid entity, adapting and changing to meet new challenges facing Los Angeles County

Government. In the past three years 3 Commissioner have left the Commission and 4 have joined as new Commissioners.

STATUS REPORT ON COMMISSION ACTIVITIES

EXECUTIVE DIRECTOR RECRUITMENT

Acting on recommendations in the Report on the Task Force on Sunset Alternatives of June 1991, the Commission embarked on a search for an Executive Director. The objective of this search was to develop a staff structure that refocused the Commission's approach to its operations and the conduct of its research. In November 1991, the Commission's Executive Search Committee was formed, consisting of Commissioners Zimbalist (Chair), Drown, Frankel, Freitag, Fuhrman, and Hoffenberg. After three months of intensive work during which they had considered over 400 applications, the Commission selected Mr. Bruce J. Staniforth as its Executive Director.

With the selection of a new Executive Director, the Commission undertook the transition of its operations to reflect the new staff focus and needs of the Commission. This accomplishment facilitated both on-going operations and the conduct of task force and Commission business.

In developing the new approach to its operations, the Commission initiated a number of projects to complement the new focus in operations and to heighten the awareness of the Commission's mission within the community. A Synopsis Report of Commission Publications, a reference manual for Commissioners, an Annual Report of Commission activities, and a revision to the Commission's Operating Procedures were all begun during 1992. Recognition of past achievements of the Commission, coupled with the positive perspective on its present course, places the Commission in a position of strength to meet to the challenges of the 1990's.

Revising Commission operations improved the ability of the Commission to carry out its primary mission of advising the Board on issues of major concern.

REAL PROPERTY MANAGEMENT & DEVELOPMENT IN LOS ANGELES COUNTY

A Task Force of The Commission composed of Commissioners Stockwell (C■■■■), Balderrama, Drown, Fischbeck, and Trotter spent eighteen months reviewing Los Angeles County Government's management of real property assets. The Commission also reviewed the real property management organization and practices of a number of other government jurisdictions and researched current publications on real estate practices by authorities in the field. The Board adopted the recommendations made in the

Commission's report Real Property Management [REDACTED] considered on January 14, 1992. The key components of its recommendations are that the County understands the economic costs of holding its real estate, and that there be economic incentives for the business-like management of the County's real property.

REAL PROPERTY MANAGEMENT AND DEVELOPMENT RECOMMENDATIONS

RECOMMENDATION

1. *The Board should adopt and issue a policy statement for a comprehensive Real Property Management Program which clearly states its objectives, assigns responsibilities for their accomplishments, and establishes periodic follow-up for results.*
2. *A Real Property Management Steering Committee should be established to assure department head level accountability and involvement in the Real Property Management Program.*
3. *The County organizations engaged in management and development of real property assets should remain in their current reporting relationships, but additional and clearer responsibilities should be assigned to them. The organizations also need to be linked through information systems to share a common property inventory and other data needed to manage the County's real property holdings, and through other methods of regular communication and coordination.*
4. *The County needs to develop a current and accurate inventory of its real property holdings. The inventory would include all relevant properties of value, in order to identify opportunities to more economically manage the property, to dispose of it, or to increase its value. This inventory should contain all property data needed to make informed decisions for management of the property.*
5. *County departments should be provided adequate incentives to actively participate in the Real Property Management Program. We believe departments should be allowed to retain all their rent savings, and a reasonable percentage of any additional revenues produced from their existing holdings, with the percentage determined by Real Property Management Steering Committee.*

ADOPTION AND IMPLEMENTATION

Adopted. In the near future we will be reviewing the status of the implementation of this recommendation.

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PUBLIC ACCESS TO DECISION MAKING

Based primarily upon the experience and observations during its Sunset Review, it became

apparent to the Commission that it was difficult for the general public to understand the decisions being made by the Board. The Commission felt that by addressing some of the basic concerns that they had identified, the public's ability to understand the decision-making process of County Government would be significantly improved.

It was noted that often, the average citizen did not receive adequate notice of issues being considered by the Board. When a citizen attended Board meetings, the proceedings were often hard to follow and it was difficult to learn what decisions had been made. In July of 1992, the Commission published a report prepared by Commissioner Betty Trotter entitled Public Access to Decision Making. In an attempt to remedy this difficulty, the Commission submitted eleven recommendations designed to open the decision-making process to the public.

The Executive Office of the Board, acting on the recommendations of the Public Access study, has made several changes to the Board's procedures to include: making the agendas of the Board's Meetings available electronically and accessible by computer modem; making a recorded phone message available following each Board meeting that indicates the actions taken by the Board; including within the inside cover of the agenda, information on how the public can address the Board, and an explanation of the agenda and statement of proceedings. The recommendations made in this study have significantly expanded the ability of the citizens of Los Angeles County to access the governmental decision-making process while more efficiently furnishing accurate and timely information to the public.

The following is a list of the Commission's recommendations and Executive Office actions to date for improving the public's access to the Board's decision-making process.

PUBLIC ACCESS RECOMMENDATIONS

RECOMMENDATIONS

1. Develop an outreach program that provides for wider distribution of Board agendas and better notice of their availability to include:

1a. Display the agenda and furnish copies at the Public Information Office in the Hall of Administration;

ADOPTION AND IMPLEMENTATION

Adopted. Copies are available at the public information office.

RECOMMENDATIONS

ADOPTION AND IMPLEMENTATION

- | | |
|---|---|
| <p>1b. Display the agenda at county library branches;</p> | <p><i>Adopted. Copies are now available at County libraries.</i></p> |
| <p>1c. Making the agenda available through supervisor field offices;</p> | <p><i>Adopted. Copies are now provided to supervisors.</i></p> |
| <p>1d. Making the agenda available to cities within the county;</p> | <p><i>Adopted. All cities receive agendas by mail or by computer access.</i></p> |
| <p>1e. Inclusion of information on agenda availability in the basic leaflet in county government.</p> | <p><i>Adopted. Information added, will be updated in next printing.</i></p> |
| <p>2. Provide an 800 telephone number for county information services.</p> | <p><i>Adopted. 213 numbers are available and publicized.</i></p> |
| <p>3. Practice restraint in the use of the Green Sheet for substantive agenda additions.</p> | <p><i>Adopted. Unresolved</i></p> |
| <p>4. Prepare adequately detailed descriptions on the agenda recommendations.</p> | <p><i>Adopted. There is now more detail and consistency in the descriptions of recommendations.</i></p> |
| <p>5. Review agenda formats.</p> | <p><i>Adopted. Agenda leaflets now include information on procedures, helpful phone numbers, as well as instructions on conduct, which was previously provided on the inside cover page.</i></p> |
| <p>6. Provide a concise explanation of Board proceedings in the agenda.</p> | <p><i>Adopted. A separate booklet with more details is available at information counters and libraries, as well as improvements cited in recommendation #5.</i></p> |
| <p>7. Prominently identify the information desk in the hearing room.</p> | <p><i>Adopted. A bilingual staff person is now stationed in the hearing room lobby to answer questions.</i></p> |
| <p>8. Insure clear statements on motions and amendments under discussion and upon adoption.</p> | <p><i>Adopted. Unresolved.</i></p> |
| <p>9. Install a "scoreboard" to indicate item(s) under consideration, votes and outcomes.</p> | <p><i>Adopted. Under review.</i></p> |
| <p>10. Issue a brief digest of decision immediately after the Board meeting, and include it with the following week's agenda.</p> | <p><i>Adopted. Information available by telephone.</i></p> |
| <p>11. Review the Statement of Proceedings Format.</p> | <p><i>Adopted. The weekly statement of proceedings is still being used in multi-paged, stapled form for in-house use. Mailed statements are now reprints of the legally required statements through an arrangement with the publisher. Postage costs are greatly reduced.</i></p> |

LOS ANGELES COUNTY RETIREMENT POLICY

1. *Direct the Chief Administrative Officer to submit a retirement policy that provides a basis for compensation and benefit design and administration.*
2. *Study compensation and benefit issues for County employees.*

Adopted. In the near future we will be reviewing the status of the implementation of this recommendation.

Adopted with amendments. In the near future we will be reviewing the status of the implementation of this recommendation.

FLEXIBLE BENEFIT PLAN DESIGN

3. *Seek legislation that will allow the Board of Supervisors to determine whether or not to include flexible benefits within the definition of compensation earnable for all new hires.*
4. *Notify new hires of any revised actions concerning the inclusion of flexible benefits in compensation earnable.*
5. *Implement a freeze on the MegaFlex plan cash options.*
6. *Address any additional retirement liability that will occur when flexible benefit cash options attributable to the Options plan, first effective in 1992, are included in actuarial calculations.*
7. *Postpone implementation of the Options plan until compensation earnable can be renegotiated to exclude flexible benefits.*
8. *Insure that any future increases in County contributions are not available as a cash option.*
9. *Analyze offsetting future cost-of-living pay increases granted to employees in the MegaFlex Plan by reducing the amount of the cash back option available under MegaFlex.*
10. *Control, carefully consider or eliminate any future increases in cash options under all flexible benefit plans.*
11. *Identify the specific contractual obligations of the county to those employees currently included in flexible benefit as "compensation earnable".*

Adopted. In the near future we will be reviewing the status of the implementation of this recommendation.

Adopted. In the near future we will be reviewing the status of the implementation of this recommendation.

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Adopted. In the near future we will be reviewing the status of the implementation of this recommendation.

12. Identify the fiscal impacts of any contractual obligation identified in recommendation #11 as it relates to the current flexible benefit plans and to identify options through which any such obligation can be met.

Adopted. In the near future we will be reviewing the status of the implementation of this recommendation.

TREATMENT OF DEFERRED SALARY

13. Reaffirm the action taken by the Los Angeles County Employees Retirement Association (LACERA) stating that "delayed salary or merit increases shall constitute Compensation Earnable within the meaning of the Government Code Section 31461 when deferred, not when received."

Adopted. In the near future we will be reviewing the status of the implementation of this recommendation.

14. Discontinue the use of the deferred salary program and analyze the value of such a program prior to any future implementation.

Adopted. In the near future we will be reviewing the status of the implementation of this recommendation.

15. Direct the County Counsel to submit an opinion identifying the specific contractual obligations of the County to those employees currently involved in salary deferral arrangements as well as the County's aggregate accrued liability for deferred salary.

Adopted. In the near future we will be reviewing the status of the implementation of this recommendation.

16. Identify the fiscal impact of any contractual obligations of the deferred salary program and identify options through which any such obligations can be met.

Adopted. In the near future we will be reviewing the status of the implementation of this recommendation.

TRANSPORTATION ALLOWANCE

17. Develop procedures that consider transportation expenses as reimbursement to individuals for those transportation expenses incurred in the conduct of county business.

Adopted. In the near future we will be reviewing the status of the implementation of this recommendation.

18. Identify any contractual obligations of the county to those employees allowed to include transportation allowances in pensionable compensation.

Adopted. In the near future we will be reviewing the status of the implementation of this recommendation.

19. Identify the fiscal impact of any contractual obligations as a result of including a transportation allowance in "compensation earnable" and to identify options through which any such obligations can be met.

Deleted since the Board had already eliminated transportation allowances.

OPERATION OF THE RETIREMENT SYSTEM

- 20. Provide an analysis of impact [REDACTED] of the implementation of any proposed action that affects retirement benefits. This analysis must consider all issues such as: compliance with policy, fiscal impacts, recruiting, and retention. In cases where a conflict of interest appears to exist from the implementation of any proposed changes in retirement benefits, an independent analysis should be obtained. *Adopted. In the near future we will be reviewing the status of the implementation of this recommendation.*

- 21. Review the existing substantial financial commitment of fully paid medical coverage for some retirees and, in coordination with LACERA, explore methods for financing this commitment in the future. *Adopted. In the near future we will be reviewing the status of the implementation of this recommendation.*

- 22. Request that LACERA consider reviewing retirement member compensation for compliance with the law and the policies established by Los Angeles County if compensation increases beyond "normal" expectations, particularly during the final compensation period. *Adopted. In the near future we will be reviewing the status of the implementation of this recommendation.*

- 23. Investigate options for simplifying the retirement system and offer recommendations. *Adopted. In the near future we will be reviewing the status of the implementation of this recommendation.*

INDEPENDENT LEGAL OPINION ON PENSIONS [REDACTED]

In April of 1992, the Board requested that an opinion be obtained from independent legal counsel on the question of what constitutes compensation for retirement purposes. As a part of the agreement between the Productivity and Economy and Efficiency Commissions, the Economy and Efficiency Commission was assigned the responsibility for obtaining this opinion, which in turn assigned the responsibility to the Pension Task Force.

The objective of this assignment was to seek an unbiased view of the difficulties facing the pension system. After an extensive review of the qualified individuals, Mr. Frank Smith, Esq. of the firm of Morgan, Lewis and Bockius was selected as independent counsel. The Commission provided contract administration and support to Mr. Smith in developing his opinion. This opinion significantly aided the Commission in the formulation of its recommendations presented to the Board of Supervisors in the report entitled Los Angeles County Policies and Practices Governing Retirement Eligible Salary and Benefits. As a result of this effort, the Board requested that the Commission seek further advice from independent counsel to be presented in 1993 regarding the Board's legal opinions regarding deferred compensation issues.

CIVIL DISTURBANCE

Following the civil unrest in Los Angeles in April, 1992, the Commission formed a Civil Disturbance Task Force composed of Commissioners Lee (Chair), Barger, Gomez, Philibosian, and Stockwell to advise the Board of Supervisors on relevant issues surrounding the disturbance. The Commission offered a series of recommendations which proposed ways of preventing such a future disaster. These recommendations were transmitted by a letter which was received and filed by the Board of Supervisors.

CIVIL DISTURBANCE RECOMMENDATIONS

RECOMMENDATIONS

1. *Establish a broadly based organization to identify the causes for community unrest within Los Angeles County and insuring that the approaches that are developed are implemented in an efficient and cost effective manner,*
2. *Direct county departments to identify within two months of this action those areas within their operational scope and responsibility that could be improved, streamlined, or in some other fashion modified to address the concerns of fairness and efficiency of services provided to the people of our community,*
3. *The Economy and Efficiency Commission and all other commissions and organizations, both internal and external to the County review governmental operations, at the direction of the Board, to consider in future recommendations any potential impacts on the problems identified as a result of the civil disorder within Los Angeles County,*
4. *The Economy and Efficiency Commission undertake a review of areas within its mandate relative to the problems that have been raised and make recommendations to the Board on the potential for positively impacting the community.*

ADOPTION AND IMPLEMENTATION

Received and filed.

Received and filed.

Received and filed.

Received and filed.

FOLLOW-UP

In the course of each study, the responsible task force also identifies the means to follow-up on the status [REDACTED] management in the implementation phase of the project or, based upon changing circumstances, to develop a means to more effectively address a solution. This is a continuing responsibility of each task force and one that is taken very seriously. On occasion, a task force will issue a follow-on report or letter that describes the actions taken to implement each recommendation of the Commission. Based upon these reports

additional actions can be taken to assist the County in implementation. For example, the Security Task Force has been receiving and reviewing reports on security violations to insure that its recommendations had been implemented.

LOOKING TO 1993

Many times, as part of its mission, the Commission responds to requests from the Board of Supervisors on a wide variety of topics. For that reason, the projects listed below are by no means inclusive of work to be undertaken by the Commission in 1993. The Board seeks the Commission's input on other issues with the objective of utilizing the Commission's expertise and non-partisan approach. It is also expected that the Commission may select additional projects that it deems important for its consideration. The Commission is assured of being involved with issues of immediate concern to county government and the citizens of our community. The following issues are currently planned on being addressed in the upcoming months.

LIABILITY AND RISK MANAGEMENT

The Board has requested the Commission to report on the increased liability costs and risk management measures that may be instituted to reduce escalating costs to the County. In 1992, the County's liability costs were \$12 million. The main focus of the report is to analyze the County workplace, highlighting the areas that have high risk exposure to both employees and the County, and to seek avenues to reduce escalating costs to the County.

PENSION FOLLOW-ON STUDY

The Board has requested the Commission to conduct a follow-on study of the of their 1992 Pension report. The follow-on study will be presented in two sections to the Board. The first section will examine the cash available options in the cafeteria style flexible benefits plan as was recommended in the Commission's Study. The second section examines the County's cafeteria style benefit plans and recommends improvements to enhance equity, and reduce County costs without reducing employees' ability to obtain adequate benefits, or the County's ability to attract and retain qualified personnel.

CONTRACTING\ PROPOSITION A

The Board has requested the Commission to review and report on a series of actions directed to department and district heads concerning Proposition A. It has been the policy of the County that contractors should be used whenever work can be completed in a more cost effective manner. The Commission will review the actions of the Board of Supervisors based upon the recommendations of the Chief Administrative Officer. The Commission will offer a response and recommendations to the Board. A number of studies concerning contracting policy have been completed in the past by the Commission.

LEGAL OPINION

The Board has requested that independent counsel retained by the Commission advise the Board on its legal options with respect to deferred compensation in employee benefits and the manner in which any such obligations can be met.

The County does not currently employ a formal mechanism for recognizing unincorporated areas of the County when budgeting for delivery of County services. The Commission is investigating different service delivery systems and the financing of those services in independent and contract cities to formulate an approach to unincorporated areas. The Commission is interested in the different levels of service being provided to unincorporated areas and in financing ways in which adequate services can be funded.

COUNTY BUDGETING FOR UNINCORPORATED AREAS**DEPARTMENT OF HEALTH SERVICES**

During 1992, in response to a number of reports concerning accountability and the management of a non-profit fund raising arm of the agency, the Commission began to develop a workplan to audit the management operations of the Department of Health Services (DHS). The Department of Health Services is a multi-billion dollar-a-year agency with the task of providing health care to the County's residents in a safe and efficient manner. On February 9, 1993, the Board requested the Commission to contact the UCLA Graduate School of Management regarding their possible participation in a study on the management operations of the DHS.



COUNTY BUDGET AND ECONOMIC GROWTH

The Task Force on County Budgets and Economic Growth will examine proactive measures to expand the revenue base of Los Angeles County. As the County faces a budget shortfall, the Task Force believes that increasing revenues, not through tax increases, but by reforming the economic and regulatory environment of the County, will attract business to the region, increasing the revenue base for the County. The Task Force will propose specific measures to the Board of Supervisors to develop an advocacy position both County and State wide to deal with long-term structural elements of economic stagnation.

1993 looks to be a challenging year for the Commission. As noted above, the Commission is already involved in a number of studies. These studies have bearing on not only the efficiency of governmental operations, but also upon the efficient delivery of services that are crucial to the citizens of the county. It is the Commission's goal that these projects will produce both qualitative and quantitative improvements in the management and efficiency of Los Angeles County Government.

APPENDIX

ECONOMY AND EFFICIENCY COMMISSION MEMBERSHIP

GEORGE S. ACKERMAN - 1991-92 Foreman of the Los Angeles County Grand Jury; Former Vice-President-Sales, Virco Mfg. Corporation; President, Synod of Southern California and Hawaii Corporation.

FRED P. BALDERRAMA - General Partner, MPR Auto & Truck Repair; General Partner, MPR Real Estate; President, Monterey Park Chamber of Commerce; Member Los Angeles County Natural History Museum Asian Advisory Committee; Asian Task Force 2000; Asian Advisory Council.

RICHARDS D. BARGER - Attorney, Senior Partner, Barger & Wolen; Insurance Commissioner-State of California, 1968-1972; Member, State Bar of California; Member, American Bar Association, Los Angeles; Member, County Bar Association; Member, District of Columbia Bar Association.

JUDITH BRENNAN - Councilwoman, City of Norwalk; President, Brennan Screen Printing, Inc.; Representative, Joint Powers Insurance Authority; Delegate, Norwalk Los Angeles County Sheriff Station Authority; Policy Board member, Private Industry Council; Commissioner and Former Chairperson, Planning Commission, City of Norwalk; Former Commissioner, Parks & Recreation, City of Norwalk; Former Director of Public Relations, Pacific Coast Quarter Horse Racing Association, Inc.

DR. GUNTHER W. BUERK - President, American Consulting Company (a management consulting company); Present Chairperson, Economy and Efficiency Commission; General Partner, Fullerton Hofbrau (a micro brewery); Former Manager of Corporate Economics & Strategic Planning, Unocal Oil Company; Founding Councilman, City of Rancho Palos Verdes; Former Mayor, City of Rancho Palos Verdes.

MARSHAL J.M. CHUANG - Owner and President, Alhambra Autoland; Owner/operator of various business enterprises; President, Chinese Business Association of Los Angeles; President, National Taiwan University Association of Southern California; Member, Mazda Presidents' Club; Member, Board of Alhambra Chamber of Commerce; Member, Board of Southern California Burger King Franchisee Association.

JACK DROWN - Owner and President, Drown News Agency; Co-founder and President, Council of Periodical Distributors; President, Pacific Coast Independent Magazine Distributors Association; Director, Periodicals Institute.

DAVID W. FARRAR- Partner, Jones, Day, Reavis & Pogue; Former Real Estate Partner/ Attorney, Sheppard Mullin; Former Law Clerk at U.S. District Court; Former Officer, U.S. Navy; Member, Urban Land Institute; Member, L.A. County Bar Association; Member, American Bar Association; Member, City Club on Bunker Hill.

LOUISE FRANKEL - Officer and Member of the Board, Frankel Films, Inc.; Former President and Hearing Officer, Los Angeles County Civil Service Commission; Former Member and Vice-President, Los Angeles City Board of Zoning Appeals; Former Member, Mayor Bradley's Blue Ribbon Committee on City Commissioner Appointments; Former Board Member, San Fernando Valley YWCA; Founder, Board Member, and President, Tarzana Property Owners' Association. One of fifteen Pioneer Women of 1992, City of Los Angeles.

DR. ALFRED J. FREITAG - Pastor, Trinity Lutheran Church; Professor of Education, Emeritus, Pepperdine University; Author; Former Chairman, Los Angeles County Commission for Public Social Services; Former Member, County Citizens' Liaison Committee for Juvenile Justice; Member, California Historical Society.

JONATHAN S. FUHRMAN - MIS Manager, Nestle USA; Commissioner, City of Pasadena-Northwest Commission; Member, HAAS, Federation of American Scientists; Member ACT, League of Women Voters-Pasadena; Member, Education Foundation.

DR. MIKE R. GOMEZ - Dentist; Member, Huntington Park Shared Decision-Making Council, 1990-1991; Walnut Park Mutual Water Co., Board of Directors; Acting President, Walnut Park Merchants Association; Acting Vice-President, Walnut Park Community Association.

CHUN Y. LEE - President, and Chief Executive Officer, Futuristic Applications Corporation; Vice-President of National Office and President of Los Angeles Chapter, Technology Transfer Society; Honorary Member, Policy Advisory Committee for the Government Legislation Ministry, Republic of Korea; Former Member Los Angeles County Public Social Services Commission; Former Member, Los Angeles City Zoning Board; Former Member, Federal Advisory Committee on U.S. Immigration and Naturalization.

CAROLE OJEDA-KIMBROUGH - Budget Analyst, Atlantic Richfield Company; Member, Board of Directors, Search to Involve Pilipino-Americans, Inc.; Treasurer, Tulong Sa Bayan {Aid to the Philippines}; Member, Filipino Women's Network.

ROMAN PADILLA - Former Assistant to Assemblyman Xavier Becerra, Becerra for Congress; Former Budget Deputy to Supervisor Gloria Molina; Executive Fellow, CAL State Department of Finance; Graduate Assistant, School of Business and Economics, CSULA; Academic Senator, CSULA; Graduate Assistant, Analytical Studies, CSULA; Teacher, Montebello Unified School District and El Rancho Unified School District; Lieutenant, USMCR.

ROBERT H. PHILIBOSIAN - Attorney, Partner: Baker & McKenzie; District Attorney, Los Angeles County 1983-1984; Chief Assistant Attorney General, State of California 1979-1982; Chairman, California Council on Criminal Justice 1983-1991; Commissioner, California State World Trade Commission; Director, American International Bank; Trustee, Southwestern University Law School; Director, Los Angeles Chapter, American Red Cross; Advisory Board, Boy Scouts of America.

DANIEL M. SHAPIRO - Attorney; Former President, Studio City Residents' Association.

RANDOLPH B. STOCKWELL - Banker\Investor; Former President and CEO, Community Bank; Member, President's Commission on Industrial Competitiveness.

BETTY TROTTER - Retired Journalist; Former Editorial Staff, Ventura County Star-Free Press; League of Women Voters - Former President of Los Angeles County; Former President of Los Angeles City; Former Government Director of California State League; Member, Advisory Committee; Urban Archives Center, California State University, Northridge; Member, Legislative Analyst's Ballot Pamphlet Readability Committee, 1986, 1988, 1992; Board Member California Common Cause; Former Member, Advisory Group to State Board of Corrections; Member, Advisory Group to Judicial Council.

EFREM ZIMBALIST, III - Executive, Times Mirror Company; Chairman, Correia Art Glass; Immediate Past Chairman, Board of Trustees, Robert Louis Stevenson School; Trustee, House Ear Institute.

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