

# ***SYNOPSIS OF PUBLICATIONS***

*Studies*  
*Reports*  
*Position Papers*  
*Letters*

*1965--1993*



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**CITIZENS ECONOMY AND EFFICIENCY  
COMMISSION OF LOS ANGELES COUNTY**

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**JUNE, 1994**



**The Los Angeles County  
Citizen's Economy and Efficiency  
Commission**

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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.

# INTRODUCTION

The information on the following pages catalogs documents produced by the Economy and Efficiency Commission since its inception in 1964. It is provided so that persons interested in the work of the Commission may be able to discern which of the documents may be useful to them. Copies of any document listed herein may be obtained by contacting the Commission Office.

## LEGEND

There is a coded caption immediately below the title of each document. This caption provides a reference guide. A brief description of each document follows the caption line.

The caption provides the Reference Number of each document, a code signifying the source which initiated the project, a code identifying the type of document, the month and year it was issued, and the number of pages in the document, e.g.:

(104,BOS,S)	September, 1993, p.19
(99,COM,R)	July, 1992, p.37

The following illustrates the meaning of the codes:

### CODES

### TRANSLATION

**104** Document Reference Number (i.e., the 104th document issued)

**BOS** Project initiated by the **Board of Supervisors**.

**COM** Project initiated by the **Economy and Efficiency Commission**.

**S** An in-depth **Study** conducted by the Commission with or without the support of consultants.

**R** A **Report** without an in-depth study.

**P** A **Position Paper** in which the Economy and Efficiency Commission states a position regarding an initiative, proposition, or issue of concern.

**L** A **Letter** from the Economy and Efficiency Commission.

**date** The month and year the document was approved by the Commission and disseminated.

**p.19** The document is 19 pages in length.

## STATISTICAL INFORMATION

### SOURCE OF PROJECT INITIATION

71 Projects on the request of the Board of Supervisors.

33 Projects as the result of Commission actions.

### NUMBERS OF TYPES OF PROJECTS

### SUBJECT MATTER OF PROJECTS

5	Studies
79	Reports
7	Position Papers
13	Letters

75	regard County Administration and Management
16	regard Ballot measures and Legislative impact
13	regard Public Information/Issues



## **LOS ANGELES COUNTY RISK MANAGEMENT PROGRAM REVIEW**

(104,BOS,S) September, 1993, p.19

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

## **A STRATEGY TO REDUCE RETIREMENT COSTS WITHIN LOS ANGELES COUNTY**

(103,BOS,S) September, 1993, p.19

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

## **A REVIEW OF ACTIONS TAKEN BY LOS ANGELES COUNTY ON PROPOSITION "A" CONTRACTING REQUIREMENTS**

(102,BOS,S) September, 1993, p.40

The Board of Supervisors requested that the Commission review and report on County Proposition "A" contracting guidelines. The Commission reviewed implementing instructions issued by the CAO to ascertain their impact on the contract evaluation process. In addition, the study contributes to the process of evaluating both contractor and County management performance.

## **COUNTY BUDGET AND ECONOMIC GROWTH**

(101,COM,L) May, 1993, p.9

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

## **LOS ANGELES COUNTY POLICIES AND PRACTICES GOVERNING RETIREMENT ELIGIBLE BENEFITS**

(100,BOS,S) November, 1992, p.48

This study applies material presented in an evaluation prepared by W.F. Carroon, entitled: *Comparability Analysis of Los Angeles County Employees' Retirement Benefits*. It considers issues pertaining to the decision-making process of retirement system design, the appropriateness of the inclusion of a number of specific items within the current benefit structure, and the operation of the entire retirements system. A follow-on report was requested by the Board to be completed in 1993. (Reference: #103)

## **PUBLIC ACCESS TO DECISION MAKING-LOS ANGELES COUNTY BOARD OF SUPERVISORS**

(99, COM, R) July, 1992, p.37

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



**FAMILY SERVICES IN LOS ANGELES COUNTY GOVERNMENT - VOLUME II**

(92,BOS,R) February, 1989, p.333

Volume II contains working papers and reference material that were used during the preparation of the *FAMILY SERVICES IN LOS ANGELES COUNTY GOVERNMENT, VOL. I*, (Reference: #93).

**ROLE OF THE CHIEF ADMINISTRATIVE OFFICE AND ASSET MANAGEMENT IN LOS ANGELES COUNTY**

(91,BOS,R) December, 1988, p.94

The Commission evaluates the status of its reorganization programs, with attention to its recent actions affecting the role of the CAO, current vacancies in department head positions, and the status of system development. The Commission recommended that the Board: separate the operational responsibility for Facilities Management, Communications, Purchasing and Stores, Data Processing and Asset Development from the CAO's Office; create an Internal Services Department by merging the departments in recommendation one, and appoint a single director to manage the centralized functions; and, consolidate the Department of Beaches and the Department of Parks and Recreation.

**REPORT ON CHILDREN'S SOCIAL SERVICES IN LOS ANGELES COUNTY - VOLUME I**

(90,BOS,R) June, 1988, p.60

This report is a continuation of the Commission report, *DECISION-MAKING AND ORGANIZATION - LOS ANGELES COUNTY* (Reference: #80). Volume I summarizes the Commission's recommendations to improve services. The report recommended that the Board: reorganize the County departmental structure for delivering protective services; reorganize the system of multi-jurisdictional councils working in fields affecting children's welfare; specify by ordinance the scope and role of the Children's Advisory Commission; focus accountability for the results of County social services for children and families in a single individual; and, curtail the potential for future actions which might tend to increase fragmentation, duplication, or confusion.

**REPORT ON CHILDREN'S SOCIAL SERVICES IN LOS ANGELES COUNTY - VOLUME II**

(89,BOS,R) June, 1988, p.110

Volume II contains various working papers, data and other materials that the task force reviewed in the course of preparing this report.

**REPORT ON CONTRACTING POLICY IN LOS ANGELES COUNTY GOVERNMENT**

(88,BOS,R) August, 1987, p.154

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

**PROPERTY MANAGEMENT IN LOS ANGELES COUNTY GOVERNMENT**

(87,BOS,R) December, 1986, p.56

This report is the third in a series reviewing the County's progress in implementing the overall program as adopted by the Board concerning the recommendations made in the Commission report, *DECISION-MAKING AND ORGANIZATION - LOS ANGELES COUNTY GOVERNMENT - VOLUME I* (Reference: # 80). The first section of the report contains a summary of findings and recommendations. The second section contains a discussion of the costs of the County's property management functions, their structure, and the need for change. The third section contains a detailed discussion of the progress to date in implementing the Board's 1984 order to create a consolidated Department of Facilities Management.

### **IMPLEMENTATION OF COMMISSION RECOMMENDATIONS CONCERNING SECURITY SYSTEMS**

(86,COM,L)

August, 1986, p. 4

The Commission's letter to the Board considers the County's utilization of a full time professional security consultant and the progress, which the County has made in implementing the recommendations of the Commission report, *SECURITY SYSTEMS IN LOS ANGELES COUNTY GOVERNMENT*, (Reference: #81). The Commission concluded that the program is working, as intended and that there has been an increase of cooperative efforts among County departments to meet security needs which require immediate attention. This is primarily true within the courthouse facilities. A resource library was established with information on vendors and prices of security equipment and services, review procedures have been implemented, and interdepartmental planning efforts, such as the Civic Center Security Committee and the Committee of Departmental Security Chiefs, have been revitalized.

### **HEARING PROCEDURES OF REGIONAL PLANNING**

(85,BOS,R)

July, 1986, p. 2

The Board modified the case processing procedures of the Regional Planning Commission to permit certain cases to be considered by a hearing officer employed by the Department of Regional Planning rather than by the Regional Planning Commission. In its report, the Economy & Efficiency Commission discussed the effectiveness of the new procedures. The Commission concluded that the hearing officer system was a sound improvement over the prior method of hearing cases. The Commission recommends that the Board continue the case processing procedures and direct the Director of Regional Planning to work with the Commission to increase the scope and rate of deliberations on County-wide planning and policy issues.

### **IMPLEMENTATION OF COUNTY REORGANIZATION AND SYSTEMS IMPROVEMENTS: AGRICULTURAL COMMISSIONER/WEIGHTS AND MEASURES**

(84,BOS,L)

June, 1986, p.11

This letter to the Board reviewed the results of the consolidation of the Department of Weights and Measures with the Agricultural Commissioner following the Commission study, *DECISION-MAKING AND ORGANIZATION IN LOS ANGELES COUNTY GOVERNMENT-VOLUME I*, (Reference: #80). The letter discussed the improved efficiency of fee collection, reduction of management positions, improvement of personnel management, increased automation, cross-training of inspectors and productivity improvements. The letter also recommended that the Board direct the Agricultural Commissioner and the CAO develop and implement a

plan for reorganization and training, and establish annual goals for efficiency and effectiveness.

### **IMPLEMENTATION OF COUNTY REORGANIZATION AND SYSTEMS IMPROVEMENTS**

(83,BOS,L)

December, 1985, p.14

The Commission's letter to the Board concerns the progress of the CAO in implementing the recommendations of the Commission study, *DECISION-MAKING AND ORGANIZATION - LOS ANGELES COUNTY GOVERNMENT - Volume I*, (Reference: #80). The letter recommended that the Board adjust the priority of implementation of the Commission's 1983 recommendations, and that the CAO should have a systematic plan and approach to countywide management issues and systems each year.

### **MEDICAL EXAMINER\CORONER**

(82,BOS,R)

June, 1985, p. 4

The Board instructed the CAO and the Commission to review the study by Carol Beck, et al, *MORALE AND MOTIVATION IN THE COUNTY MORGUE* and to make short-term and long-term recommendations. The report stated that the Medical Examiner had taken actions to relieve the deterioration in morale that occurred following reorganization. The Commission's report makes three recommendations: Los Angeles County's Medical Association and Bar Association request their appropriate committees to investigate public policy on transplants and tissue harvesting, to recommend actions as appropriate to local governments and the Legislature; and, to suggest that the Medical Examiner consider alternative means to decentralize autopsy and related functions, using the resources of County or other hospitals within the region.

### **SECURITY SYSTEMS IN LOS ANGELES COUNTY GOVERNMENT**

(81,BOS,R)

October, 1984, p.14

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



There is evidence of problems in the delivery of security services. The Commission's central conclusion is that the problems are attributable to the absence of standards.

**DECISION MAKING AND ORGANIZATION - LOS ANGELES COUNTY GOVERNMENT - VOLUME I**

(80,BOS,R) June, 1983, p.15

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

**DECISION MAKING AND ORGANIZATION - LOS ANGELES COUNTY GOVERNMENT - VOLUME II**

(79,BOS,R) June, 1983, p.213

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

**DECISION MAKING AND ORGANIZATION - LOS ANGELES COUNTY GOVERNMENT - VOLUME III**

(78,BOS,R) June, 1983, p.94

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

**MECHANICAL DEPARTMENT**

(77,BOS,R) June, 1982, p.14

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

**INVENTORY AND MATERIALS MANAGEMENT**

(76,BOS,R) January, 1982, p. 5

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

**REPORT ON THE COURT SYSTEM - LOS ANGELES COUNTY**

(75,BOS,R) October, 1981, p.89

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

## **SELECTED CURRENT CIVIL SERVICE ISSUES**

(74,BOS,R) July, 1980, p.70

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

## **ATTACHMENT B - REPORT ON THE ECONOMY & EFFICIENCY COMMISSION**

(73,COM,R) June, 1980, p.22

This report describes the Commission's operation, reports and recommendations (47 major reports resulting in 215 recommendations, of which 172 were approved by the Board of Supervisors), and gives a brief synopsis of the Commission's reports and implementation of recommendations.

## **PROPOSITION 13 IN LOS ANGELES COUNTY - BEFORE AND AFTER**

(72,COM,R) February, 1980, p.87

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

## **CONTRACTING FOR SECURITY SERVICES**

(71,BOS,R) September, 1979, p.37

This report is the first in a series on the potential utility of contracting to improve the cost-effectiveness of County operations. The Board of Supervisors established the Contract Services Advisory Committee to develop a list of County services being considered for outside contracting

and to work with the Auditor-Controller to develop measures of County cost which are comparable with contracts. The Committee reviewed all County operations, the County ordinance on contracting, and cost accounting methods. Sub-committees were formed on custodial services, data processing, health services, and Mechanical Department services.

## **CHALLENGE FOR THE 1980's: CAN WE GOVERN OURSELVES?**

(70,BOS,R) January, 1979, p.135

This report is an expansion of the Commission's previous study, *IMPACT OF NEW COUNTY FORMATION*, (Reference: #65). This report expanded the analysis in a number of areas and modified conclusions previously made. The study is divided into four major sections: the current system of governments (in the Los Angeles metropolitan area and the problems which the present structure creates), alternative solutions (the procedures involved in changing the present structure, the parties involved in making changes), the proposed structure, and Commission recommendations. The Commission proposed a federated system of government consisting of community-based city governments to provide local government services and regional government to address area-wide problems. This also provide consolidated services to cities upon request.

## **STATEMENT ON COUNTY PROPOSITION "A" CONTRACTING WITH PRIVATE FIRMS**

(69,COM,P) October, 1978, p. 7

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

## **COST REDUCTION IN LOS ANGELES COUNTY GOVERNMENT**

(68,COM,R) August, 1978, p.16

This report contains seven recommendations directed toward reducing the cost of County government and improving its efficiency and effectiveness. The principal areas addressed are user fees, Sheriff-Marsh consolidation, automatic step

increases, supervisory costs, craft wages and Commission stipends. The report states that if the recommendations were implemented effectively, County expenditures would be reduced by approximately \$102 million dollars annually.

### **REPORT ON THE ECONOMY & EFFICIENCY COMMISSION**

(67,COM,R) July, 1978, p.18

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

### **STATEMENT ON PROPOSITION 8 AND SENATE BILL 1, THE BEHR BILL**

(66,COM,P) May, 1978, p. 4

The Commission supports Proposition 8, which would implement the property Tax Relief Act of 1978 (the Behr Bill). The Commission did an analysis on the proposition and the Behr Bill and concluded that Proposition 8 and the Behr Bill are responsible and effective measures.

### **IMPACT OF NEW COUNTY FORMATION**

(65,BOS,R) May, 1978, p.53

The Commission's report involved AB 333, legislation which would divide the County into two or more counties, and on the various secession movements now taking place or under consideration concerning Los Angeles County. This study contains conclusions and recommendation on the issue of secession. In the second part of the report, *CHALLENGE FOR THE 1980'S: Can We Govern Ourselves?* (Reference: #70), the Commission evaluates legislative division of the County, consolidation proposals and other alternatives.

### **STATEMENT ON PROPOSITION 13, THE JARVIS-GANN INITIATIVE**

(64,COM,P) April, 1978, p.13

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

### **STATEMENT ON PROPOSED COUNTY CHARTER AMENDMENT "A" DELETION OF THE PREVAILING WAGE CLAUSE**

(63,COM,P) April, 1978, p. 4

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

### **THE LOS ANGELES COUNTY BUDGET-SELECTED ISSUES AND RECOMMENDATIONS**

(62,COM,R) June, 1977, p.62

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

### **REQUEST FOR LEGISLATION PROVIDING FOR THE APPOINTMENT OF 34 ADDITIONAL SUPERIOR COURT JUDGES**

(61,BOS,R) April, 1977, p. 7

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

### **OPERATION OF THE WEST LOS ANGELES COUNTY RESOURCE CONSERVATION DISTRICT**

(60,COM,L) December, 1976, p. 5

Letter to the Board of Directors of the West Los Angeles County Resource Conservation District, regarding the future management of the district.

## **FORMATION OF CANYON COUNTY**

(59,COM,R) October, 1976, p.23

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

## **COUNTY PROPOSITIONS "A" AND "B" ELECTED MAYOR AND SIZE OF THE BOARD OF SUPERVISORS**

(58,COM,R) October,  
1976, p.23

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

## **PROS AND CONS ON PROPOSITION "A" AND PROPOSITION "B"**

(57,COM,P) September, 1976, p.20

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

## **SUMMARY REPORT ON THE ACTIVITIES OF THE ECONOMY & EFFICIENCY COMMISSION**

(56,COM,R) September, 1976, p.11

The Commission reported on its activities, specifying in detail its duties, method of operation and qualifications of its members. This report described the Commission's operation, and summarized each of the major reports and actions taken on Commission recommendations.

## **ELIMINATING AUTOMATIC STEP INCREASES AND CONTROLLING SUPERVISORY COSTS IN LOS ANGELES COUNTY GOVERNMENT**

(55,BOS,R) September, 1976, p.38

This is the second in a series of reports covering issues involving the County agency and local government structure, effectiveness of County services, and debt planning and control. (The first report was *THE NEW YORK*

*CITY CRISES AND LOS ANGELES COUNTY GOVERNMENT: Organization, Employment, and Compensation* [Reference: #52]). This report recommended that the Board direct the CAO and the Department of Personnel to eliminate the automatic step increase plan for all employees. It was also recommended that the Board direct the CAO to conduct detailed studies of supervisory levels in each County department and to include study results, plans for improvement, and their impact on cost in the budget recommendations for the next fiscal year and subsequent years.

## **COUNTY PROPOSITION "B"**

(54,COM,P) June, 1976, p. 3

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

## **COMMISSION STRUCTURE FOR THE DEPARTMENT OF PUBLIC SOCIAL SERVICES**

(53,BOS,R) June, 1976, p.13

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

## **THE NEW YORK CITY CRISIS AND LOS ANGELES COUNTY GOVERNMENT: ORGANIZATION, EMPLOYMENT AND COMPENSATION**

(52,BOS,R) May, 1976, p.40

The report proposed changes to improve the County's control of employment, compensation, and organization. It recommended that the CAO be delegated the authority to hire/dismiss, and the responsibility, subject to approval of the Board, for direct supervision of Building Services, Communications, Data

Processing, Facilities, Mechanical, Personnel, & Purchasing departments; and, that a compensation review committee be established to annually review the County's compensation recommendations.

### **REPORT ON THE ECONOMY & EFFICIENCY COMMISSION**

(51,COM,R) May, 1976, p.17

The Commission's report on its activities since its resolution by the Board in June, 1964. The Board adopted an ordinance in August 1975 continuing the Commission and specifying in detail its duties, method of operation and qualifications of its members. This report describes the Commission's operation, and briefly summarizes the contents of each of the major reports. It also includes a comment on the actions taken.

### **PROPOSED CHARTER AMENDMENT TO REMOVE DEPARTMENT HEADS AND CHIEF DEPUTIES FROM CIVIL SERVICE STATUS**

(50,BOS,P) February, 1976, p. 3

The Commission supported Supervisor Schabarum's proposal to remove department heads and chief deputies from civil service status, making these officials accountable to the Board for their performance and enable the Board to discipline or remove them if warranted. The Commission recommended that the selection process require open, competitive examinations supervised and administered by the Civil Service Commission. The Commission also recommended that, if dismissed, County executives would have the right to meet with the Board in executive session, or in a public session if they so request, to consider and discuss the reasons for their dismissal.

### **THE NEW YORK CITY CRISIS AND LOS ANGELES COUNTY GOVERNMENT**

(49,BOS,R) January, 1976, p. 6

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

### **REPORT ON THE DEPARTMENT OF FACILITIES**

(48,BOS,R) December, 1975, p.11

The Board adopted and implemented recommendation

from the Commission's study, *MANAGEMENT OF CONSTRUCTION PROJECTS/LOS ANGELES COUNTY, VOLUME II* (Reference: #23), establishing a Facilities Department under one head and consolidating all major functions involved in the planning design and acquisition of County facilities. The Board requested the Commission to monitor the activities of the department. After two years of operation the department submitted its first annual report, which the E & E Commission reviewed. The Commission concluded that the department has made substantial progress in two years; successfully implementing major recommendations from the Commission's report, and that \$39.9 million has been saved through reprogramming or redesign of projects.

### **REPORT ON COMMISSIONS AND COMMITTEE ASSIGNED TO THE DEPARTMENT OF PUBLIC SOCIAL SERVICES (DPSS)**

(47,BOS,R) November, 1975, p. 6

The Economy & Efficiency Commission, reviewed Commissions and Committees assigned to the Department of Public Social Services (DPSS). This report is the result of a request from DPSS to the Board to approve the extension of two staff members contracts on the Review Commission for two more years. The Economy and Efficiency Commission recommended that the Review Commission continue for one additional year to complete its current work and that the CAO and County Counsel negotiate and prepare the necessary contracts. It is also recommended that, in the interim, the CAO and E & E Commission conduct a detailed study of the work of the DPSS Commissions to determine the most appropriate Commission structure for DPSS.

### **FILLING VACANT ELECTIVE OFFICES IN LOS ANGELES COUNTY**

(46,BOS,R) November, 1975, p.42

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

## REPORT ON THE PARAMEDIC COMMITTEE

(45,BOS,R) August, 1975, p.51

This is the Commission's addendum report to the *REPORT ON THE COMMITTEE ON EMERGENCY MEDICAL CARE* (Reference: #40). This report examined the composition and functions of the Paramedic Committee. The report recommended: that the Board amend the ordinance to dissolve the Paramedic Committee and establish by ordinance a Paramedic Commission. Such a Commission would promote fair treatment of all sectors of the community having an interest in providing paramedic training or services, and high quality paramedic care.

## ESTABLISHMENT OF COMMISSIONS AND COMMITTEES IN LOS ANGELES COUNTY GOVERNMENT

(44,BOS,R) June, 1975, p. 9

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

## REQUEST TO REVIEW RECOMMENDATIONS FOR CHANGE IN THE ARBORETA AND BOTANIC GARDENS ORDINANCE

(43,BOS,R) May, 1975, p. 5

The Commission reviewed its previous recommendations in the report, *APPOINTING AUTHORITY AND OPERATING RESPONSIBILITY OF THE ARBORETA AND BOTANIC GARDENS AND THE OTIS ART INSTITUTE* (Reference: #32). This resulted in a comprehensive revision of the Ordinance governing the department of Arboreta and Botanic Gardens. The Commission recommended that the Ordinance be revised to allow directors, but not officers, of the four voluntary citizen supporting foundations and societies to serve on the Board of Governors, and that no other changes be made.

## REPORT ON A SEPARATE AUDITOR DEPARTMENT

(42,BOS,R) April, 1975, p.31

The Commission's final report on a separate Auditor Department made two recommendations: that the Audit Division should remain within the organization of the Auditor-Controller, and that the Board request the Grand Jury to conduct full scale audits of the Board offices, the CAO's office, and the Auditor-Controller at least once every three years.

## RECOMMENDATIONS ON THE AUTHORITY OF THE EMPLOYEE RELATIONS COMMISSION

(41,COM,L) April, 1975, p. 5

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

## REPORT ON THE COMMITTEE ON EMERGENCY MEDICAL CARE

(40,BOS,R) February, 1975, p.39

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

## PROGRESS REPORT ON A SEPARATE AUDITOR DEPARTMENT

(39,BOS,R) December, 1974, p. 3

The Commission presented their findings on their report on the Grand Jury's recommendation that the Audit Division of the Auditor-Controller's office be made a separate department. The Commission recommended, in light of the crossover of duties of the Auditor and Controller in state law, that changes needed to be made to the state law, County Charter, and County Ordinance. Also, additional supervisory positions needed to be created at an additional cost of \$150,000 annually.

## PROGRESS REPORT ON STRENGTHENING THE EMERGENCY MEDICAL CARE COMMITTEE

(38,BOS,R) December, 1974, p. 8

This progress report lists two preliminary recommendations to strengthen the Emergency Medical Care Committee: Include in the County's legislative program amendments to the Health and Safety Code, enabling the Emergency Medical Care Committee to act in an advisory capacity; and the Board request individual members of each committee or Commission with a role related to the provision of emergency medical services to support the legislation.

**REPORT ON THE ECONOMY & EFFICIENCY COMMISSION**

(37,BOS,R) December, 1974, p.14

The Economy & Efficiency Commission issued a report on all 98 Commissions and Committees in County government. Included is a report on its own activities since its inception in 1964.

**REPORT ON THE BUSINESS LICENSE COMMISSION**

(36,BOS,R) October, 1974, p.27

This is the fourth in a series of reports concerning Commission department heads. It recommended that ordinances should be amended to reflect a reduction of annual meetings from 80 to a maximum of 36; the stipend for members should be reduced from \$100 per meeting to \$25; the appointment of an executive officer; and, discontinue the responsibility of the Commission to inspect hospitals and other health facilities.

**OPERATION OF THE MUSEUM OF NATURAL HISTORY**

(35,BOS,R) September, 1974, p.10

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

**COUNTY CHIEF EXECUTIVE AND SIZE OF THE BOARD OF SUPERVISORS**

(34,BOS,R) July, 1974 pp. 52

Two amendments to the County Charter were proposed by the Board dealing with the size of the Board and the creation of an elected County Chief Executive. The Commission recommended in this report that the position of chief executive be established through an amendment to the County Charter. The Commission was divided on its recommendations concerning the manner of appointment-by popular election, or by Board appointment. The report recommends that both means of appointment be placed on the ballot as two separate propositions for a final decision by the voters.

**SPECIAL INVESTIGATIVE AND MANAGEMENT AUDIT AGENCY**

(33,BOS,R) July, 1974, p.11

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

**APPOINTING AUTHORITY AND OPERATING RESPONSIBILITY OF THE ARBORETA AND BOTANIC GARDENS AND THE OTIS ART INSTITUTE**

(32,BOS,R) June, 1974, p.19

This is the second in a series of reports regarding Commission department heads. This report dealt with the Arboreta and Botanic Gardens and the Otis Art Institute. Recommendations were made to clarify authority and responsibility for each recreational facility.

**APPOINTMENT AND SUPERVISION OF THE DIRECTOR OF REGIONAL PLANNING**

(31,BOS,R) March, 1974, p.10

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

**CIVIL SERVICE AND COLLECTIVE BARGAINING IN LOS ANGELES COUNTY GOVERNMENT**

(30,BOS,R) December, 1973, p.135

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

## **SUMMARY REPORT - E & E COMMISSION**

(29,COM,R)

June, 1973, p.12

Since its creation, to date, the Commission had conducted 17 major reports, resulting in 101 recommendations. The Board approved 97 recommendations, 43 were fully implemented, including four County Charter amendments. Seven were partially implemented and 22 were in progress. Tables list the 17 reports, from 1965 through September, 1972, the recommendations contained in each, and the action taken on each recommendation. The Commission was under the direction of a new Chairmen and the figures stated differ from previous reports, due to the Chairman's interpretation of events.

## **CHARTER STUDY ISSUES**

(28,COM,L)

May, 1973, p.22

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

## **DESIGN AND CONSTRUCTION OF THE CRIMINAL COURTS BUILDING**

(27,BOS,L)

January, 1973, p. 3

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

## **SUMMARY REPORT - E & E COMMISSION**

(26,COM,R)

November, 1972, p.12

Since its creation, to date, the Commission had conducted 17 major reports, resulting in 101 recommendations. The Board had approved 97 recommendations, 42 were fully implemented, eight partially implemented and 21 were in the process of being implemented. Tables list the 17 reports, from 1965 through September, 1972, the recommendations contained in each, and the action taken on each recommendation.

## **CHIEF ADMINISTRATIVE OFFICER'S RECOMMENDED CONSTRUCTION IMPROVEMENTS PROGRAM**

(25,BOS,R)

November, 1972, p. 6

The Commission reviewed the CAO's comprehensive program for improvement of County capital construction programs recommending the establishment of a consolidated Facilities Acquisition and Management Department. The Commission made similar recommendations in, *MANAGEMENT OF CONSTRUCTION PROJECTS/LOS ANGELES COUNTY* (Reference: #24). The Commission recommended that the Board order the implementation of the CAO's recommendations.

## **MANAGEMENT OF CONSTRUCTION PROJECTS/LOS ANGELES COUNTY - VOL. I**

(24,BOS,R)

September, 1972, p.46

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

## **MANAGEMENT OF CONSTRUCTION PROJECTS/LOS ANGELES COUNTY - VOL. II**

(23,BOS,R)

September, 1972, p.46

The Commission recommended improvements in the County's administration and management of its facility construction program. Volume II provides a detailed analysis leading to the recommendations, summaries of the data used, and chronological histories of the three construction projects specifically requested by the Board.

## **FIRE PROTECTION SERVICES IN LOS ANGELES COUNTY**

(22,COM,R)

June, 1972, p.200

This report attempted to determine whether the present fire protection system provides an effective level of service at a reasonable cost to taxpayers. The report described and discussed problems and analyzed the relative merits of alternatives to the present system. Consolidation and contracting of fire services were also discussed.

## **SUMMARY REPORT - E & E COMMISSION**

(21,COM,R)

April, 1972, p.11

Since its creation, to date, the Commission had submitted 18 reports and 24 letters to the Board. Of the 18 reports, four were minor progress reports. The other fourteen contained 79 separate recommendations. Tables list the 14 reports from 1965 through February, 1972, the recommendations contained in each, and the action taken on each recommendation.



**AMENDMENTS TO THE REPORT ON THE  
DEPARTMENT OF PUBLIC ADMINISTRATOR-  
PUBLIC GUARDIAN**

(20,BOS,L)

March, 1972, p. 2

The Commission responded to a Board's request for changes in the composition and role of the Policy and Management Commission. It recommended five instead of four Commissioners be selected from outside the County. The fifth Commissioner would be nominated by the State and Local Government Committee of the Los Angeles Area Chamber of Commerce. The Public Administrator-Public Guardian would act as a sixth member of the Commission, but would have no vote.

**REPORT ON THE DEPARTMENT OF PUBLIC  
ADMINISTRATOR-PUBLIC GUARDIAN**

(19,BOS,R)

February, 1972, p. 7

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

**EMPLOYEE RELATIONS AND SALARY DETER-  
MINATION IN LOS ANGELES COUNTY**

(18,COM,R)

July, 1971, p.16

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

**CONSOLIDATION OF COUNTY DEPARTMENTS  
AND CENTRALIZATION OF PUBLIC  
INFORMATION FUNCTION**

(17,BOS,R)

May, 1971, p.20

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

**SUMMARY REPORT - E & E COMMISSION**

(16,COM,R)

February, 1971, p. 9

Since its creation, to date, the Commission had submitted 16 reports and 20 letters to the Board. Of the 16 reports, four detail progress. The other twelve contain 72 separate recommendations. The Board had approved 68 recommendations, 35 were fully implemented, six were partially implemented and two were in the process of being implemented. Tables list the 12 reports, from 1965 through 1970, the recommendations contained in each, and the action taken on each recommendation.

**STUDY OF THE LOS ANGELES COUNTY CHARTER**

(15,BOS,R)

July, 1970, p.35

The Commission studied two major issues of the Los Angeles County Charter: the organization structure of County government, particularly the relationship that should exist between the Board, CAO and department heads; and, the size of the Board, increasing it from five to seven members. The report recommended several changes to the County organizational structure, the establishment of a County Chief Executive, and a ballot proposition increasing the size of the Board. NOTE: - SOME PAGES ARE MISSING FROM THE ORIGINAL REPORT.

**COUNTY ARCHITECTURAL SERVICES**

(14,BOS,R)

March, 1969, p.40

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

## **EXECUTIVE COMPENSATION IN LOS ANGELES COUNTY GOVERNMENT**

(13,BOS,R) May, 1968, p.26

The Commission evaluated a management consultant's *EXECUTIVE COMPENSATION STUDY* (Reference: #11). This report includes supplementary data covering salaries for comparable jobs in both private and public agencies, and a specific review of the salaries paid by comparable government agencies in California.

## **EXECUTIVE COMPENSATION STUDY EVALUATION**

(12,BOS,L) February, 1968, p. 4

The Board questioned various sections of a management consultant firm's *EXECUTIVE COMPENSATION STUDY* (Reference: #11), and requested the Commission to re-evaluate the report and offer its recommendations. The Commission responded with a letter stating that a thorough study would be conducted and completed within a few months.

## **EXECUTIVE COMPENSATION STUDY**

(11,BOS,R) December, 1967, p.87

This is a report issued by a management consulting firm concerning executive compensation and development. It made recommendations for an on-going salary administration plan. An eight page letter from the Commission, dated April 5, 1967, outlined the objective of developing a systematic and logical compensation plan that the Board could use in determining executive salaries.

## **CONSOLIDATION OF SHERIFF-MARSHAL BAILIFF AND CIVIL PROCESS FUNCTIONS IN LOS ANGELES COUNTY**

(10,BOS,R) September, 1967, p.51

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

## **RECOMMENDED BOARD ACTION ON COUNTY COMPENSATION POLICIES AND PRACTICES REPORT**

(9,BOS,L) November, 1966, p. 3

The Commission submitted a letter to the Board outlining the recommendations mentioned in the *COUNTY COMPENSATION POLICIES AND PRACTICES* (Reference: #8) study. The recommendations are supported by the Secretary, the Chief Examiner, and the CAO.

## **COUNTY COMPENSATION POLICIES AND PRACTICES**

(8,BOS,R) August, 1966, p.21

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

## **CHARTER AMENDMENT ON PERSONNEL FUNCTIONS**

(7,BOS,R) August, 1966, p. 4

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

## **COUNTY PERSONNEL ORGANIZATION AND ADMINISTRATION**

(6,BOS,R) July, 1966, p. 9

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

## **ORGANIZATION PLANNING IN COUNTY GOVERNMENT**

(5,COM,R)

May, 1966, p.26

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

## **VALIDITY OF THE JOINT SALARY SURVEY OF MARCH 1, 1965**

(1,BOS,L)

June, 1965, p. 3

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

## **REPORT ON CIVIL SERVICE OPERATIONS**

(4,COM,R)

May, 1966, p.23

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



## **CIVIL SERVICE OPERATIONS**

(3,COM,R)

November, 1965, p. 4

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

## **PRODUCTIVITY IN COUNTY DEPARTMENTS**

(2,BOS,R)

October, 1965, p.11

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