

# ***SYNOPSIS OF PUBLICATIONS***

*Studies*

*Reports*

*Position Papers*

*Letters*

*1965--1998*



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

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## INTRODUCTION

To The Reader:

This document has been prepared to assist the public in researching reports and studies that have been produced by the Economy and Efficiency Commission. Since 1964, the Commission has had an active role in reviewing the operations and management of local government with the objective of finding ways of improving its economy, efficiency and effectiveness. The Commission has enjoyed significant success in the development of recommendations that have contributed to their goal of improving government.

This document is organized into two sections to facilitate research on Commission publications; a grouping by topical category, and a chronological listing. The categorical grouping is sequential, beginning with the most recent publication. Also included in both sections are sectional cross-references.

The full text of some of these reports can be obtained from the Commission's web site (<http://eec.co.la.ca.us>). Future efforts will be focused on making each of these publications available on the Commission's web site. Additionally, copies of any document listed herein may be obtained by contacting the Commission office.

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# COUNTY ORGANIZATION

## **Internal Services Department (ISD) Restructuring Review (130)**

This report evaluates the restructuring of the Internal Services Department (ISD) as recommended by the Economy and Efficiency Commission and the County of Los Angeles Chief Administrative Office. The report analyzes these recommendations, considers the impact on the operations of ISD, evaluates the actions taken, and makes further recommendations for policy and operational improvements. October 1996, pp. 11

## **A Review of the Report Issued by the Health Crisis Manager Entitled “Governance of the Department of Health Services” (128)**

This report contains an analysis of the problems of governance and attempts to consider the several key elements necessary to make an informed decision on this highly complex and long-ranging proposal. It attempts to point out several areas that have an impact on the adoption of a means of governing health services within Los Angeles County. January 1996, pp. 11

## **Reengineering Patient Care at Los Angeles County’s Department of Health Services (126)**

This study explores strategies for revisions of urgent care services within the County of Los Angeles. A reengineering approach was selected because of the need for improvements in the quality of patient care and the need for cost reduction within the Department and County. Two urgent health care sites were reviewed in order to develop an analytical model that could be replicated elsewhere in the County. October 1995, pp. 136

## **Report on the Consolidation of the Department of Health Services Human Resources Function with the Department of Human Resources (124)**

This report discusses the Commission’s position on the appropriateness of the proposed actions to transfer some human resource functions residing within the Department of Health Services (DHS) to the Department of Human Resources (DHR). The report makes alternative recommendations to increase the effectiveness of the departmental and the County organizational structures. The issue addresses how to best utilize the services of the DHR within the County structure. August 1995, pp. 32

## **Review of the Proposed Restructuring of the Internal Services Department (123)**

This report considers the current operations of the Internal Services Department (ISD) in light of recommendations made by the Chief Administrative Office and provides the Board of Supervisors with an analysis of the recommendations being proposed. Where the Commission felt it necessary, alternative or additional recommendations were made to increase the effectiveness of the Department and the County organizational structure. Emphasis is placed on the most appropriate structure with which to accomplish the functions currently assigned to ISD. June 1995, pp. 44

### **Analysis of the Collections and Collection-Based Activities of the Natural History Museum of Los Angeles County (121)**

This study makes public policy recommendations concerning the donation of the Natural History Museum's collections, including the possibility of contracting with educational institutions to assist in maintaining collections used in the conduct of basic research. It makes 37 recommendations to improve the operations and management of the Museum. These recommendations are made to improve efficiency, reduce County costs and increase revenue possibilities. April 1995, pp. 63

### **Recommendations for the Internal Services Department (ISD) (106)**

This letter was prepared in response to the Board's instruction to the Commission to reexamine the Board's policy controlling the funding of the ISD. The Commission recommended continuance of the existing policy of funding ISD through payments of those using its services. August 1991, pp. 7

### **Report on the Executive Structure of Los Angeles County Government (101)**

This report reviews the Charter Amendments for the November, 1990 ballot. The Commission recommends that the Board submit a Charter amendment to the voters at the November 1990 election, creating the position of County Manager and restructuring the duties of County officials. It also recommends that the Board place a Charter amendment before the voters in the same general election to provide for the employment and compensation of the County Manager and Department Managers (except in departments headed by elected officials) as employees in the unclassified services. July 1990, pp. 62

### **Family Services in Los Angeles County Government - Volume II (100)**

Volume II contains working papers and reference material that were used during the preparation of the report entitled "Family Services in Los Angeles County Government - Volume I" (99). February 1989, pp. 143

### **Family Services in Los Angeles County Government - Volume I (99)**

This study reviewed various organizations created by Los Angeles County to address the increasing needs of children, first studied in the Commission's report entitled "Report on Children's Social Services in Los Angeles County - Volume I" (95). The study recommended that the Board: improve the structure of the departmental service delivery system for social services, and, consolidate the staffing of the Child Sex Abuse Crisis Center Executive Board, the County-wide Criminal Justice Coordination Committee, the Domestic Violence Council, the Inter-Agency Council, and the Task Force on Drug Abuse into a unified staffing structure that reports within the Chief Administrative Office. Regarding commissions, the study recommends procedures to minimize the creation of additional commissions, enforce establishment of reporting requirements and sunset dates, and when appropriate, provide briefings by the Chief Administrative Office for all new citizen commissioners. Annual reports by the Chief Administrative Office should be provided to commissioners presenting the state of the County and actions attributable to each commission's recommendations. February 1989, pp. 90



### **Role of the Chief Administrative Office and Asset Management in Los Angeles County (98)**

The Commission evaluates the status of reorganization programs, with attention to recent actions affecting the role of the Chief Administrative Office, current vacancies in department head positions, and the status of system development. The Commission recommended that the Board: separate the operational responsibility for Facilities Management, Communications, Purchasing and Stores, Data Processing and Asset Development from the Chief Administrative Office; create an Internal Services Department by merging these departments, and appointing a director to manage the centralized functions. Additionally, the report recommends consolidating the Department of Beaches and the Department of Parks and Recreation. December 1988, pp. 94

### **A Joint Organizational And Process Study of the Department of Beaches and Harbors, Parks and Recreation, Public Library and Facilities Management Department (97)**

As a result of the Board's interest in reducing the number of reporting departments, and the Commission's earlier suggestion that current department head vacancies might provide opportunities for reorganization, the Board authorized a joint project between the Commission and several departments to undertake a study of those departments. October 1988, pp. 64

### **Report on Children's Social Services in Los Angeles County - Volume II (96)**

Volume II contains various working papers, data and other materials that the task force reviewed in the course of preparing Volume I of this report. June 1988, pp. 110

### **Report on Children's Social Services in Los Angeles County - Volume I (95)**

This report is a continuation of the Commission report, "Decision Making and Organization - Los Angeles County" (83). Volume I summarizes the Commission's recommendations to improve services. The report recommends that the Board reorganize the County departmental structure for delivering protective services and reorganize the system of multi-jurisdictional councils working in fields affecting children's welfare. It also recommends that an adopted ordinance specify the scope and role of the Children's Advisory Commission, focus accountability for the results of County social services for children and families in a single individual, and curtail the potential for future actions which might tend to increase fragmentation, duplication, or confusion. June 1988, pp. 60

### **Medical Examiner/Coroner (88)**

The Board instructed the Chief Administrative Office and the Commission to review the study by Carol Beck, et al, entitled "Morale and Motivation in the County Morgue" and to make short-term and long-term recommendations. The report states that the Medical Examiner had taken actions to relieve the deterioration in morale that occurred following reorganization. The Commission's report makes three recommendations. The first that the Los Angeles County's Medical Association and Bar Association request their appropriate committees to investigate public policy on transplants and tissue harvesting. The second to recommend actions, as appropriate, to local governments and the Legislature. The third was to suggest that the Medical Examiner consider alternative means to decentralize autopsy and related functions, using the resources of County or other hospitals within the region. June 1985, pp. 4

### **Facilities Management Department Organizational and Development Study (87)**

This report contains recommendations for phased-in development of the overall organizational structure that was required for the Facilities Management Department to succeed. That Department had been formed through consolidation of several departments, based on Economy and Efficiency Commission recommendations. The major issues covered are affirmative action, training and development, management style, delivery of service, mission and organizational structure. April 1985, pp. 45

### **Mechanical Department (82)**

The Economy and Efficiency Commission worked with the Chief Administrative Office in monitoring the implementation of past recommendations to improve operations of the Mechanical Department. The report states that the Department is over audited and recommended that the Board cease additional audits for at least 18 months, to give the Department time to plan, organize and accomplish the implementation of recommended improvements. It also recommended that the Board and department head place top priority on the effective use of current controls and management information systems, rather than on new systems development or applications of contemporary systems technology. June 1982, pp. 14

### **Impact of New County Formation (70)**

The Economy and Efficiency Commission's report involved AB 333, legislation that would divide the County into two or more counties, and on the various secession movements now taking place or under consideration within 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?" (75), the Commission evaluates legislative division of the County, consolidation proposals and other alternatives. May 1978, pp. 53

### **Commission Structure for the Department of Public Social Services (57)**

The Commission report studies the citizens commissions assigned to the Department of Public Social Services (DPSS). Those Commissions are the Public Social Services Commission (PSSC), the Commission to Review Public Social Services (CRPSS), and the Special General Relief Review Committee (SGRRC). The Economy and Efficiency Commission recommended that the Board abolish the PSSC and the CRPSS and replace them with a single Commission to be called the Commission for Public Social Service. It recommended that the SGRRC be discontinued after completing its work in August, 1976 and, that County Counsel submit an ordinance amending the Administrative Code to establish new Commissions according to the Economy and Efficiency Commissions recommendations. June 1976, pp. 13

### **The New York City Crisis and Los Angeles County Government: Organization, Employment and Compensation (56)**

The report proposed changes to improve the County's control of employment, compensation, and organization. It recommended that the Chief Administrative Office be delegated the authority to hire and/or dismiss, and be responsible, subject to Board approval, for direct supervision of the Building Services, Communications, Data Processing, Facilities, Mechanical, Personnel, and Purchasing Departments. Additionally, it recommended that a compensation review committee be established to annually review the County's compensation recommendations. May 1976, pp. 40

### **The New York City Crisis and Los Angeles County Government (53)**

The Commission reviewed the factors leading to the financial crisis in New York City, and makes preventative recommendations to safeguard Los Angeles County from a similar disaster. January 1976, pp. 6

### **Report on the Department of Facilities (52)**

The Board adopted and implemented the recommendations from the Commission's study, "Management of Construction Projects/Los Angeles County - Volume II" (25), establishing a Facilities Department under one head and consolidating all major functions involved in the planning design and acquisition of County facilities. The Board subsequently requested the Commission to monitor the activities of the Department. After two years of operation the Department submitted its first annual report, which the Economy and Efficiency Commission reviewed. The Commission concludes that the Department has made substantial progress in two years, successfully implementing major recommendations from the Commission's report, and that \$39.9 million has been saved through reprogramming or redesign of projects. December 1975, pp. 11

### **Report on Commissions and Committees Assigned to the Department of Public Social Services (DPSS) (51)**

The Economy and Efficiency Commission reviewed Commissions and Committees assigned to the Department of Public Social Services (DPSS). This report is the result of a request from the DPSS to the Board to approve the extension of two staff members' contracts on the Review Commission for two more years. The Economy and Efficiency Commission recommends that the Review Commission continue for one additional year to complete its current work and that the Chief Administrative Office and County Counsel negotiate and prepare the necessary contracts. It also recommends that, in the interim, the Chief Administrative Office, and Economy and Efficiency Commission conduct a detailed study of the work of the DPSS Commissions to determine the most appropriate Commission structure for the DPSS. November 1975, pp. 6

### **Report on the Paramedic Committee (49)**

This is the Commission's addendum report to the "Report on the Committee on Emergency Medical Care" (43). This report examines the composition and functions of the Paramedic Committee. It recommends that the Board amend the ordinance to dissolve the Paramedic Committee and establish by ordinance a Paramedic Commission. Such a Commission would promote fair treatment of all sectors of the community with an interest in providing paramedic training, services, and high quality paramedic care. August 1975, pp. 51

### **Request to Review Recommendations for Change in the Arboreta and Botanic Gardens Ordinance (47)**

The Economy and Efficiency Commission reviewed its previous recommendations made in the report entitled, "Appointing Authority and Operating Responsibility of the Arboreta and Botanic Gardens and the Otis Art Institute" (35). The Commission recommends that the Ordinance be revised to allow directors, but not officers, of the four voluntary citizen supporting foundations and societies to serve on the Board of Governors, and that no other changes be made. May 1975, pp. 5



### **Report on a Separate Auditor Department (46)**

The Economy and Efficiency Commission's final report on a separate Auditor Department makes two recommendations. The first, that the Audit Division should remain within the organization of the Auditor-Controller. The second, that the Board request the Grand Jury conduct full scale audits of the Board offices, the Chief Administrative Office, and the Auditor-Controller at least once every three years. April 1975, pp. 31

### **Report on the Committee on Emergency Medical Care (43)**

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. February 1975, pp. 39

### **Progress Report on a Separate Auditor Department (42)**

The Economy and Efficiency Commission presents findings in their report on the Grand Jury's recommendation that the Audit Division of the Auditor-Controller's Office be made a separate department. The Commission recommended, in light of the crossover of duties of the Auditor and Controller in state law, that changes needed to be made to the state law, County Charter, and County Ordinance. Also, additional supervisory positions need to be created at an additional cost of \$150,000 annually. December 1974, pp. 3

### **Progress Report on Strengthening the Emergency Medical Care Committee (41)**

This progress report lists two preliminary recommendations to strengthen the Emergency Medical Care Committee. The first recommendation is to include in the County's legislative program amendments to the Health and Safety Code provisions enabling the Emergency Medical Care Committee to act in an advisory capacity. The second recommends that the Board request individual members of each committee or commission, with a role related to the provision of emergency medical services, to support the legislation. December 1974, pp. 8

### **Report on the Business License Commission (39)**

This is the fourth in a series of reports concerning departments. It recommends that ordinances should be amended to reflect a reduction in the maximum number of annual Commission meetings from 80 to a maximum of 36. It suggests that the stipend for Commission members be reduced from \$100 per meeting to \$25, the appointment of an executive officer, and, the discontinuance of the Commission's responsibilities in the inspection of hospitals and other health facilities. October 1974, pp. 27

### **Operation of the Museum of Natural History (38)**

This is the third in a series of reports concerning departments. This report makes recommendations to amend the ordinance governing the operation of the Museum of Natural History and to continue the authority of the Board of Governors to appoint or discharge the Director. It also recommends that the Board of Supervisors approved the appointment or discharge of the Director, and that the responsibilities of the Board of Governors and the Director be redefined. September 1974, pp. 10

### **County Chief Executive and Size of the Board of Supervisors (37)**

Two amendments to the County Charter were proposed by the Board that involve the size of the Board and the creation of an elected county chief executive. The Commission recommended in this report that the position of chief executive be established through an amendment to the County Charter. The Commission was divided on its recommendations concerning the manner of appointments by popular election, or by Board appointment. The report recommends that both methods of appointment be placed on the ballot as two separate propositions for a final decision by the voters. July 1974, pp. 52

### **Special Investigative and Management Audit Agency (36)**

The Commission studied a proposal by Supervisor Hays to establish a Special Investigative and Management Audit Agency within the department of the Board of Supervisors. The Commission recommends that this agency be established and that it reports directly to the Board. The report also recommends that the agency be empowered to investigate any area of County government upon direction of the Board or on its own initiative. July 1974, pp. 11

### **Appointing Authority and Operating Responsibility of the Arboreta and Botanic Gardens and the Otis Art Institute (35)**

This is the second in a series of reports regarding departments. This report deals with the Arboreta and Botanic Gardens and the Otis Art Institute. Recommendations are made to clarify authority and responsibility for each recreational facility. June 1974, pp. 19

### **Appointment and Supervision of the Director of Regional Planning (34)**

The Commission studied the seven Commissions operating as the head of the department and appointment authority of the executive. The report considers Supervisor Ward's proposal to establish a department of Regional Planning under a director of Regional Planning who would be appointed by and report to the Board. This is the first of a series of reports concerning departments and their respective Commissions. March 1974, pp. 10

### **Amendments to the Report on the Department of Public Administrator-Public Guardian (20)**

The Commission responded to a Board's request for changes in the composition and role of the Policy and Management Commission. It recommends that five, instead of four Commissioners, be selected from outside the County. The fifth Commissioner would be nominated by the State and Local Government Committee of the Los Angeles Area Chamber of Commerce. The Public Administrator-Public Guardian would act as a sixth member of the Commission, but would have no vote. March 1972, pp. 2

### **Report on the Department of Public Administrator - Public Guardian (19)**

At the request of the Board, the Commission submitted recommendations to establish an effective management control system that would effectively deal with departmental problems, mismanagement, waste and delays. The report recommends the establishment of a Policy and Management Commission to institute an effectively functioning department of Public Administrator-Public Guardian through the creation of proper systems, procedures, and controls. February 1972, pp. 7

### **Consolidation of County Departments and Centralization of Public Information Function (17)**

The Commission responded to proposals from the Board by offering a number of recommendations. These included the following: that department heads from Mental Health, Hospitals, and the Health Departments, be consolidated under one department head; that the Marshal's Department of the Municipal Court with the Superior Court Bailiffs be consolidated; and that all Public Information and Personnel functions be incorporated into the Chief Administrative Office. May 1971, pp. 20

### **Consolidation of Sheriff-Marshal Bailiff and Civil Process Functions in Los Angeles County (11)**

The Commission studied the feasibility of combining the bailiff and civil process functions of the Marshal and the Sheriff. The Commission felt there was no justification for continuing these duplicate functions, and estimates that consolidation of the two organizations would result in a net reduction of 110 positions and annual personnel cost savings of \$1,433,616. The Commission recommends that the Board take all necessary action to secure legislation to enable the County to consolidate the bailiff and civil process functions under the Sheriff. September 1967, pp. 51

### **County Personnel Organization and Administration (6)**

The Economy and Efficiency Commission recommends the implementation of a program to consolidate 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 the 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. July 1966, pp. 9

### **Organization Planning in County Government (5)**

The Commission believes that potential savings in manpower, money, and equipment could be realized in County government through effective coordination, if implemented gradually. This report addresses 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 also makes recommendations for improving the County's organizational structure. This includes a formalized Organization Planning Function within the Chief Administrative Office to direct continuous coordination and improvement efforts. May 1966, pp. 26

## COUNTY OPERATIONS

### **Evaluation of Receivables Tracking and Collections Systems: A Blueprint for Change (135)**

This study, which was requested by the Board of Supervisors, was initiated to evaluate the County's individual and commercial debt tracking and collections systems and to improve the management of its receivable delinquencies and accounts receivable program. The study identifies numerous opportunities to improve collections, reduce delinquencies, minimize errors, and increase efficiency. The study also points out that these opportunities for improvement are impacted by the policies, procedures, available technology, resources, organization, and level of commitment to the collection process. August 1998, pp. 158

### **An Investigation into the Processing of an Employee's Suggestion (133)**

At the request of Supervisor Antonovich, the Commission conducted an investigation into the processing of a suggestion made by a County employee. This investigation of the program's procedures resulted in the development of sixteen (16) findings and forty-two (42) recommendations to strengthen how the County manages and evaluates employee suggestions. Although the investigation was not designed as an overall evaluation of the County's Employee Suggestion Awards (ESA) Program, the findings and recommendations can be used as a foundation for the performance of an overall program review. November 1997, pp. 32

### **Accountability and Municipal Service Delivery to Unincorporated Areas (129)**

This study highlights the complexities involved in the delivery of municipal services through the use of a service delivery model. An understanding of how these systems work improves the analysis and evaluation of alternative means of delivering municipal services. The conclusions of this study recognize the need for the development of county strategies to address effectively the problems associated with the delivery of municipal services. It is anticipated that the approach proposed in this study will assist decision-makers in improving the equitability, efficiency, effectiveness, and accountability for municipal service delivery. July 1996, pp. 78

### **A Model to Evaluate the Performance & Objectives of Los Angeles County Commissions, Committees, & Task Forces (117)**

This report was undertaken in response to a request by the Board of Supervisors to evaluate the performance and objectives of the commissions, committees and task forces defined under Chapter 1 and Chapter 4 of the Los Angeles County Committee Book. The report presents the requested methodology and ten recommendations the Commission feels will significantly improve how these organizations are created, how they are structured, and how they operate. March 1994, pp. 9

### **A Strategy to Reduce Retirement Costs within Los Angeles County (114)**

This study examines the viability of measures to cap or reduce the County's liability to its pension system. This is achieved by freezing or reducing the cash available option in cafeteria-style flexible benefit plans. The Commission report makes recommendations to revise pension procedures, and reviews alternatives. It recommends an examination of the County's cafeteria benefit plans to achieve improvements enhancing equity, and reducing costs without reducing the employee's ability to obtain adequate benefits, or the County's ability to attract and retain qualified personnel. The study is supported by a W.F. Corroon, Inc. study entitled "Development of Los Angeles County Cafeteria Plan Design Strategies to Reduce Retirement Costs." This study also incorporates a legal opinion prepared by independent counsel. September 1993, pp. 19

### **Los Angeles County Policies and Practices Governing Retirement Eligible Benefits (109)**

This study applies material presented in an evaluation prepared by W.F. Corroon, entitled "Comparability Analysis of Los Angeles County Employees' Retirement Benefits." It considers issues pertaining to the decision-making process of retirement system design, the appropriateness of the inclusion of a number of specific items within the current benefit structure, and the operation of the entire retirement system. A follow-on report was requested by the Board to be completed in 1993. November 1992, pp. 48

### **Hearing Procedures of Regional Planning (91)**

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 and Efficiency Commission discusses the effectiveness of the new procedures. The Commission concludes that the hearing officer system was a sound improvement over the prior method of hearing cases. The Commission recommends that the Board continue the case processing procedures and direct the Director of Regional Planning to work with the Commission to increase the scope and rate of deliberations on County-wide planning and policy issues. July 1986, pp. 2

### **Implementation of County Reorganization and Systems Improvements: Agricultural Commissioner/Weights and Measures (90)**

This letter to the Board reviews 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" (83). The letter discusses the improved efficiency of fee collection, reduction of management positions, improvement of personnel management, increased automation, cross-training of inspectors and productivity improvements. The letter also recommends that the Board direct the Agricultural Commissioner and the Chief Administrative Officer to develop and implement a plan for reorganization and training, and to establish annual goals for efficiency and effectiveness. June 1986, pp. 11

### **Implementation of County Reorganization and Systems Improvements (89)**

The Commission's letter to the Board concerns the progress of the Chief Administrative Office in implementing the recommendations of the Commission study, "Decision-Making and Organization - Los Angeles County Government-Volume I" (83). The letter recommends that the Board adjust the priority of implementation of the Commission's 1983 recommendations, and that the Chief Administrative Office should have a systematic plan and approach to county-wide management issues and systems each year. December 1985, pp. 14

### **Decision Making and Organization - Los Angeles County Government - Volume III (85)**

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. June 1983, pp. 94

### **Decision Making and Organization - Los Angeles County Government - Volume II (84)**

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. The Commission recommends that the Board adopt policy objectives directed to resolving those problems. The Commission also proposes a strategy for improving the performance of the County system. June 1983, pp. 213

### **Decision Making and Organization - Los Angeles County Government - Volume I (83)**

The Commission investigated the feasibility of consolidating County departments. Volume I contains a summary of proposed programs. The study proposes changes in the roles and expectations of the Chief Administrative Office, which will improve the Board's ability to plan for and respond to changing conditions affecting the County's governance and service functions. The report recommends reducing the number of separate County departments by consolidating and reorganizing programs into a system of 15 to 20 departments. A four-year program is also proposed to restructure the system. June 1983, pp. 15

### **Cost Reduction in Los Angeles County Government (73)**

This report contains seven recommendations directed toward reducing the cost of County government and improving its efficiency and effectiveness. The principal areas addressed are user fees, Sheriff-Marshal consolidation, automatic step increases, supervisory costs, craft wages and Commission stipends. The report states that if the recommendations were implemented effectively, County expenditures would be reduced by approximately \$102 million dollars annually. August 1978, pp. 16

### **The Los Angeles County Budget-Selected Issues and Recommendations (67)**

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. June 1977, pp. 62

### **Operation of the West Los Angeles County Resource Conservation District (64)**

This publication is a letter to the Board of Directors of the West Los Angeles County Resource Conservation District regarding the future management of the District. December 1976, pp. 5

### **Eliminating Automatic Step Increases and Controlling Supervisory Costs in Los Angeles County Government (59)**

This is the second in a series of reports covering issues involving the County agency and local government structure, effectiveness of County services, and debt planning and control. (The first report was "The New York City Crises and Los Angeles County Government: Organization, Employment, and Compensation.") This report recommends that the Board direct the Chief Administrative Office and the Department of Personnel to eliminate the automatic step increase plan for all employees. It also recommends that the Board direct the Chief Administrative Office to conduct detailed studies of supervisory levels in each County department. It also recommends including in this study: results, plans for improvement, and their impact on cost in the budget recommendations for the next fiscal year and subsequent years. September 1976, pp. 38

### **Audit Function for the Board of Supervisors (29)**

The Commission responded to a recommendation by a Supervisor that the Board implement a separate Audit Division whose function would be similar to that of the United States General Accounting Office. The Commission pointed out that such a function would not be truly independent, as is the General Accounting Office. Such independence could only be achieved by creating an executive office separate from the Board. April 1973, pp. 3

### **Fire Protection Services in Los Angeles County (22)**

This report attempts to determine whether the present fire protection system provides an effective level of service at a reasonable cost to taxpayers. The report describes and discusses problems and analyzes the relative merits of alternatives to the present system. Consolidation and contracting of fire services are also discussed. June 1972, pp. 200

### **County Architectural Services (14)**

The Board referred a Grand Jury's report on architectural services to the Commission for study. The Commission's report supported the Grand Jury's criticism of awarding contracts, noting that the system allowed individual Board members to take the sole responsibility of selecting a contractor, simply because the project was in his/her district. March 1969, pp. 40

### **Report on Civil Service Operations (4)**

This report was initiated as a result of extensive criticism of Civil Service practices. It recommends action by the Board and Civil Service Commission to correct deficiencies in the operation of the Civil Service System. It recommends an interim department head be appointed with responsibility to institute reforms. May 1966, pp. 23

### **Civil Service Operations (3)**

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. November 1965, pp. 4

## **Productivity in County Departments (2)**

The Commission evaluated an Arthur Young and Company report and proposals on work measurement techniques. The Commission found that full implementation of the program proposed by Arthur Young and Company would permit a reduction of 31 employees in two departments, and projected annual savings of \$183,700. The report also recommends that the Board direct the Chief Administrative Office to establish a formal work measurement program to be extended to all appropriate functions in the County. October 1965, pp. 11

# **ASSET MANAGEMENT**

## **Asset Management Strategies for the Los Angeles County Real Estate Portfolio (125)**

This study examines the revenue potential of County-owned real property assets. In it, an earlier Chief Administrative Office study on the subject is reviewed and critiqued. New recommendations are also made with for the goal of achieving long-term savings. It concludes that several immediate actions are required, including adopting clear asset management goals, developing a strategic plan, developing an information system for ready access to holdings information, and effecting changes in Federal, state and local statutes regarding County control over its real assets. September 1995, pp. 58

## **Real Property Management & Development in Los Angeles County (105)**

The Commission reviewed Los Angeles County's management of its real property assets. Los Angeles County is a leader in developing its most valuable real property assets to produce additional revenue. However, improvements can be made by adopting a more comprehensive system that clearly states the Board's objectives, and, by applying economic incentives to improve management of its other real property assets. This report recommends the adoption and issuance of a policy statement for a comprehensive real property management program and the establishment of a Real Property Management Steering Committee. August 1991, pp. 64

## **Property Management in Los Angeles County Government (93)**

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" (83). 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. December 1986, pp. 56



### **Inventory and Materials Management (81)**

The Commission reviewed the County's system of inventory control and materials management to determine what changes would reduce losses of equipment and supplies while controlling County susceptibility to theft or other sources of loss. The report recommends that each department head enforce compliance with current procedures. The Chief Administrative Office should continue to initiate planning efforts in regard to warehousing and inventory control systems with the Purchasing Agent and the Department of Data Processing. January 1982, pp. 5

### **Design and Construction of the Criminal Courts Building (28)**

The Commission investigated the design and construction of the Criminal Courts building. The investigation focused on the problems in construction of the building (i.e., schematic drawings being changed four different times) and accountability issues. The Commission notes that the major cause of the problem in constructing the building was the lack of unified responsibility. January 1973, pp. 3

### **Chief Administrative Officer's Recommended Construction Improvements Program (26)**

The Commission reviewed the Chief Administrative Office's comprehensive program for improvement of County capital construction programs recommending the establishment of a consolidated Facilities Acquisition and Management Department. The Commission made similar recommendations in its report "Management of Construction Projects/Los Angeles County" (24). The Commission recommends that the Board order the implementation of the Chief Administrative Office's recommendations. November 1972, pp. 6

### **Management of Construction Projects / Los Angeles County - Vol. II (25)**

The Commission recommends improvements in the County's administration and management of its facility construction program. Volume Two provides a detailed analysis leading to the recommendations, summaries of the data, and chronological histories of the three construction projects specifically requested by the Board. September 1972, pp. 247

### **Management of Construction Projects / Los Angeles County - Vol. I (24)**

The Commission studied the County's administration and management of its facility construction program. Volume One presents findings and conclusions and descriptions of the 18 specific recommendations. September 1972, pp. 43

## **RISK MANAGEMENT**

### **Risk Management and Liability Cost Study Follow-Up (122)**

As a follow-up to a 1993 study, this report reviews documentation obtained from other County agencies regarding the implementation of recommendations made in the earlier study. In this report, 14 additional recommendations are offered to improve program efficiency and reduce County costs. May 1995, pp. 29

### **Los Angeles County Risk Management Program Review (115)**

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 identify revisions and modifications to program elements that would achieve significant efficiency and cost improvements. September 1993, pp. 19

## **LEGISLATION**

### **Legislative Reform: Addressing Critical Economic Issues (120)**

This update to a 1993 report offers recommendations designed to improve the County and the State's business climate through sound legislative reform without the imposition of unnecessary taxes on Californians or California businesses. As in the previous report, this report targets workers' compensation, civil litigation, and regulatory reform. Daily overtime pay requirements is an additional issue explored in this report. March 1995, pp. 18

### **County Budget and Economic Growth (112)**

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

### **Proposition 13 in Los Angeles County - Before and After (77)**

The objective of the Economy and Efficiency Commission's report was to review the actions taken by County government since 1976 in response to community pressure for cost reduction and the effects of those actions both before and after Proposition 13. The report concludes that the radical cost reductions envisioned by Howard Jarvis and his supporters cannot be accomplished within the framework of current intergovernmental structure and policy. Cost reduction of sufficient magnitude will require a re-evaluation of public policy and changes to intergovernmental structures. The report also documents the severe financial effects Proposition 13 has had on County government. February 1980, pp. 87

### **Statement on Proposition 8 and Senate Bill 1, the Behr Bill (71)**

The Commission supports Proposition 8, which would implement the property Tax Relief Act of 1978 (the Behr Bill). The Commission did an analysis of the proposition and the Behr Bill and concluded that Proposition 8 and the Behr Bill are responsible and effective measures. May 1978, pp. 4

### **Statement on Proposition 13, the Jarvis-Gann Initiative (69)**

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. April 1978, pp. 13

### **Statement on Proposed County Charter Amendment "A" Deletion of the Prevailing Wage Clause (68)**

The Commission supported this amendment, which would end the requirement that the County pay salaries or wages at least equal to those prevailing in the private sector. The Commission believed the prevailing wage clause to be outmoded making the County system restrictive and inequitable. By deleting the cause, County management and labor could reach agreements which are fair, competitive and within the taxpayers' ability to pay. April 1978, pp. 4

### **Request for Legislation Providing for the Appointment of 34 Additional Superior Court Judges (66)**

The Superior Court requested that the Board appoint 34 additional judges. The Commission analyzed the request and recommended that the Board reject the Superior Court's request for the additional judges due to fiscal crisis and the increased costs. The report suggests that the court seek to improve procedures and expedite cases in order to maintain expenditures at the present level. April 1977, pp. 7

### **County Propositions "A" and "B" Elected Mayor and Size of the Board of Supervisors (62)**

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. October 1976, pp. 23

### **Pros and Cons on Proposition "A" and Proposition "B" (61)**

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." September 1976, pp. 20

### **County Proposition "B" (58)**

This Commission position paper states unanimous opposition to Proposition "B." The proposition would remove department heads from civil service, and eliminate the charter requirement for open competitive examinations and merit system selection for these positions. The Commission expresses 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 notes that it voted to reconsider executive appointment and dismissal procedures as they relate to the proposal for an elected mayor. June 1976, pp. 3

### **Proposed Charter Amendment to Remove Department Heads and Chief Deputies from Civil Service Status (54)**

The Commission agreed with the overall objectives of Supervisor Schabarum's proposal to remove department heads and chief deputies from civil service status, making these officials accountable to the Board for their performance and enable the Board to discipline or remove them if warranted. The Commission also felt that the selection process should require open, competitive examinations supervised and administered by the Civil Service Commission. In addition, if a County executive were dismissed, he/she should have the right to meet with the Board in executive session, or in a public session if they so request, to consider and discuss the reasons for their dismissal. Thus, the Commission opposes the proposal unless it included effective safeguards against political influence. February 1976, pp. 3

### **Charter Proposals for the 1973 Special Election (32)**

The Charter Study Task Force of the Commission recommended that the Board of Supervisors place only two of several proposed charter amendments on the ballot for the November, 1973 special election. These amendments were to establish the position of an elected County Chief Executive; and to expand the Board of Supervisors from five to seven members. August 1973, pp. 9

### **Charter Study Issues (30)**

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. May 1973, pp. 22

### **Proposed Charter Amendments (23)**

At the request of the Board of Supervisors, the Commission reviewed two proposed amendments to the County charter. The Task Force recommended that an amendment be placed on the November ballot allowing the County to hold open competitive examinations for department heads and their chief deputies unless a modification to these procedures could be justified. The Task Force advised against placing such controversial issues as enlargement of the Board of Supervisors, establishment of an elected County Chief Executive, and deletion of the prevailing wage clause on the ballot at that time. August 1972, pp. 7

### **Study of the Los Angeles County Charter (15)**

The Commission studied two major issues of the Los Angeles County Charter: the organizational structure of county government, particularly the relationship that should exist between the Board, Chief Administrative Office, and Department Heads; and, increasing the size of the Board 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). July 1970, pp. 35

### **Charter Amendment on Personnel Functions (7)**

The Commission reviewed a draft from various County departments and union leaders recommending changes to the proposed Charter Amendment concerning the reorganization of the personnel function. The Commission recommended approval, by the Board, of the Charter amendment covering the reorganization of the County's personnel function. The report recommends, to the extent possible, that the responsible County officers begin immediately to lay the groundwork for the consolidation of the County's personnel function. August 1966, pp. 4

## **COURTS**

### **The Management of Juries within Los Angeles County (119)**

This report identifies citizen concerns that have been generated as a result of their performance of jury duty. It outlines the Commission's position that the performance of this duty is critical to our system of justice and the operation of the court system. The County must ensure that anyone performing such a service is treated with the utmost respect and provided adequate facilities to fulfill this responsibility. It includes 36 recommendations designed to foster the appreciation of jurors. Without improvements to the system, fewer and fewer citizens will be willing to perform this vital duty. Failure to take action would be to the detriment of the justice system and those who do fulfill this duty. December 1994, pp. 46

### **Report on the Court System - Los Angeles County (80)**

The Commission was directed to conduct an analysis of court congestion and delay. The Commission noted that the main issues were: to find ways to increase court system resources, increase coordination between the Board and the judiciary in seeking local initiatives to reduce costs, improve cost control, and develop alternatives to present methods of resource allocation. Recommendations are made under five categories: joint action/judiciary and the Board of Supervisors, system financing, system structure, economic incentives, and legal procedures. October 1981, pp. 89

# CONTRACTING

## **A Review of Actions Taken by Los Angeles County on Proposition "A" Contracting Requirements (113)**

The Board of Supervisors requested that the Commission review and report on County Proposition "A" contracting guidelines. The Commission reviewed implementing instructions issued by the Chief Administrative Office to ascertain their impact on the contract evaluation process. In addition, the study contributes to the process of evaluating both contractor and County management performance. June 1993, pp. 40

## **Contracting Task Force Report and Recommendations (104)**

This report expands the findings made in the 1987 "Report on Contracting Policy in Los Angeles County Government" (94) by recognizing that any contracting of services performed by employees would have a major impact on positions held by minorities and women. The report concludes that this is a valid finding since the services contracted out up to that time involved low level auxiliary minority held positions such as custodial, food, and laundry workers. The report makes recommendations to mitigate the potential negative impacts of contracting. July 1991, pp. 23

## **Report on Contracting Policy in Los Angeles County Government (94)**

This report recommends that the Board direct the Chief Administrative Office to develop and implement new contracting goals and programs, to work with department heads to revise the County's approaches to writing requests for proposals, to develop and implement improved methods of managing employee impact to achieve maximum savings from contracting, to consolidate some incentive programs into a comprehensive program, and to implement a single policy governing all forms of County contracting. August 1987, pp. 154

## **Statement on County Proposition "A" Contracting with Private Firms (74)**

The Commission conducted an analysis of Proposition "A" which permitted the County to contract for services with private firms when contracting would be more economical and efficient than using County employees. The Commission endorsed this measure. The measure improves accountability and increases the cost-effectiveness and responsiveness of County government. The measure required the County to adopt an ordinance specifying criteria for entering into contracts and to use competitive bidding procedures for awarding contracts. October 1978, pp. 7

## **Review of the Relationship between Los Angeles County and State Government (132)**

This study undertakes an analysis of the recommendations of the California Constitutional Revision Commission (CCRC) that relate to the existing state-local government relationship. In its study, the Economy & Efficiency Commission reviews these recommendations in detail and develops a framework within which Los Angeles County can best pursue a course of action to improve its relationship with State Government. Through a consensus building process within the greater metropolitan Los Angeles community, local government can become a meaningful force in the restructuring and realignment of governmental relationships. February 1997, pp. 56

## **Public Access to Decision Making - Los Angeles County Board of Supervisors (108)**

This report was designed to improve the ability of the citizens of Los Angeles County to understand and access the workings of County government. Recommendations address concerns such as, the inadequate notice of the issues to be considered by the Board, the difficulty in understanding the proceedings and clarifying decisions that have been made at Board meetings. The report concludes that the Board staff fulfills the present legal access requirements, but that these requirements are not sufficient to ensure the public's ready access to government's decision making. July 1992, pp. 37

## **Civil Disturbance (107)**

This letter to the Board recommends actions that the Board can take, in terms of government operations, to deal with the root causes of civil disturbances, to ensure that an outbreak of violence does not reoccur. May 1992, pp. 2

## **Selected Current Civil Service Issues (79)**

This report focuses upon issues of covering both the employment system and organizational development. The Board referred a report by Local 660 of SEIU along with recommendations to the Commission alleging that the Civil Service Commission operates ineffectively. In its report, the Commission addresses new civil service rules and the 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. July 1980, pp. 70

**Challenge for the 1980's: *Can We Govern Ourselves?* (75)**

This report is an expansion of the Commission's previous study, "Impact of New County Formation" (70). The report expands the analysis in a number of areas and modifies conclusions previously made. The study is divided into four major sections: the current system of governments (in the Los Angeles metropolitan area and the problems which the present structure creates), alternative solutions (the procedures involved in changing the present structure and the parties involved in making changes), the proposed structure, and Commission recommendations. The Commission proposed a federated system of government consisting of community-based city governments to provide local government services and a regional government to address area-wide problems. This proposal would also provide consolidated services to cities upon request. January 1979, pp. 135

**Recommendations on the Prevailing Wage Clause and the Automatic Salary Step Increase Plan (65)**

This letter recommends that the Board of Supervisors place a charter amendment on the ballot to delete the prevailing wage clause. It further recommends that the Board adopt a firm management objective to eliminate the County's automatic step increase plan. The Commission had called for the deletion of the prevailing wage clause since 1973. February 1977, pp. 2

**Formation of Canyon County (63)**

This report examines Proposition "F" which was on the November, 1976 ballot. The measure proposed that 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 Formation as well as on Los Angeles County, the region, and the necessary correction to State law. October 1976, pp. 23

**Filling Vacant Elective Offices in Los Angeles County (50)**

The Commission reports on the advisability of revising the County Charter to provide for special elections when vacancies occur in County elective offices. In addition, it reports on the cost of special elections, the scheduling of special elections relative to regular elections, and the legal steps necessary to amend the charter at the earliest possible time. The Commission recommended that the Board make the following amendments to Section 8 (Board vacancies): "The Board shall fill vacancies and the appointee holds office until the election of a successor. If the Board fails to make an appointment in 60 days, then the Governor shall fill the vacancy" and amend Section 16 (County-wide offices), to, "whenever a vacancy occurs in an elective office, the Board shall fill the vacancy until a successor is elected." November 1975, pp. 42

**Establishment of Commissions and Committees in Los Angeles County Government (48)**

The Commission recommended that the Board instruct the Chief Administrative Office to adopt a procedure that would apply whenever the Board initiates action to establish a new Commission or Committee. The Chief Administrative Office should prepare a report and recommendations that would include: an analysis of whether the new Commission is needed; whether it will duplicate the work of other Commissions; and, lists in detail the provisions to be incorporated in the ordinance establishing the Commission. The report also includes models of a recommended ordinance and internal operating procedures for the Economy & Efficiency Commission. June 1975, pp. 9



### **Commission and Committee Compensation in Los Angeles County Government (45)**

This report recommends a general ordinance covering the establishment of commissions and committees, screening and appointment of commission members, stipends and expenses, meeting attendance, reporting and budgeting. The conclusion was that the County does not have consistent policies regarding stipends or expenses. A policy should be adopted providing that large stipends should be paid where professional skills are employed or where the service is more than half time, and that all commission and committee members should be entitled to reimbursement for expenses, including mileage. April 1975, pp. 19

### **Recommendations on the Authority of the Employee Relations Commission (44)**

This letter to the Board resulted from a ruling by Judge Norman R. Dowds of the Superior Court on March 18, 1975. The ruling stated that the orders of the Employee Relations Commission are to be treated as advisory only. This ruling makes the operation essentially meaningless, and renders the County's bargaining system inoperable or at least seriously impaired. In light of this ruling, the Commission made two recommendations to the Board: to instruct County management to comply with Employee Relations Committee orders, unless otherwise directed by the Board; and, that the Board amend the Employee Relations ordinance to include additional language stating that orders shall have the force and effect of law. April 1975, pp. 5

### **Civil Service and Collective Bargaining in Los Angeles County Government (33)**

The Commission studied the duplication and conflict between the civil service system and the County's established collective bargaining system. The Commission conducted a comprehensive analysis of the entire employer-employee relations system, and presents six recommendations for effective and economic resolutions to problems and conflicts. December 1973, pp. 135

### **Employee Relations and Salary Determination in Los Angeles County (18)**

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. July 1971, pp. 16

### **Executive Compensation in Los Angeles County Government (13)**

The Commission evaluated a management consultant's Executive Compensation Study. This report includes supplementary data covering salaries for comparable jobs in both private and public agencies, and a specific review of the salaries paid by comparable government agencies in California. May 1968, pp. 12

### **Executive Compensation Study Evaluation (12)**

The Board questioned various sections of a management consultant firm's Executive Compensation Study, and requested the Commission to re-evaluate the report and offer its recommendations. The Commission responded with a letter stating that a thorough study would be conducted and completed within a few months. February 1968, pp. 4

### **Executive Compensation Study (10)**

This is a report issued by a management-consulting firm concerning executive compensation and development. It makes recommendations for an on-going salary administration plan. This eight-page letter from the Commission outlines the objective of developing a systematic and logical compensation plan that the Board could use in determining executive salaries. April 1967, pp. 87

### **Recommended Board Action on County Compensation Policies and Practices Report (9)**

The Commission submitted a letter to the Board outlining the recommendations mentioned in the study, "County Compensation Policies and Practices" (8). The recommendations have the support of the Secretary, the Chief Examiner, and the Chief Administrative Office. November 1966, pp. 3

### **County Compensation Policies and Practices (8)**

The Commission organized a Special Industry Committee with representatives from a cross section of Los Angeles business and industry to conduct an in-depth joint salary survey and study the County's compensation practices. The Commission reviewed the Committee's findings and recommends that the Board employ a management consultant firm to develop additional recommendations for more effective procedures in determining pay scales for jobs peculiar to government service. August 1966, pp. 21

### **Validity of the Joint Salary Survey of March 1, 1965 (1)**

The Commission studied the "Wage and Salary Survey" which was prepared jointly by the City of Los Angeles, the County of Los Angeles, the City Schools of Los Angeles, and the Los Angeles City Housing Authority. The survey presents a summary of private industry wages to serve as a guide in determining 1965 County salary levels. Changes are recommended in the classification of the private industry data to accurately reflect the County personnel structure and to advise the Board to conduct a more in-depth study. June 1965, pp. 3

### **Security Systems in Los Angeles County Government (102)**

The Commission, in consultation with the Sheriff and the Director of ISD, studied the County's security systems. The purpose was to better coordinate the County's security operations, and to implement an integrated County-wide security system. The report recommended that the Board establish and fund the office of County Security Program Management assigned to the Chief Administrative Office. The office should be staffed by security professionals. The lead position should have management experience in the security profession. The Board should direct the Chief Administrative Office and the County Security Program Manager to perform the six outlined tasks in the study within 12 months of the manager's appointment. October 1990, pp. 20

### **Implementation of Commission Recommendations Concerning Security Systems (92)**

The Commission's letter to the Board considers the County's utilization of a full time professional security consultant as well as the progress the County has made in implementing the recommendations of the Commission report, "Security Systems in Los Angeles County Government" (86). 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. August 1986, pp. 4

### **Security Systems in Los Angeles County Government (86)**

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. October 1984, pp. 70

### **Contracting for Security Services (76)**

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. Subcommittees were formed on custodial services, data processing, health services, and Mechanical Department services. September 1979, pp. 26

## **Economy and Efficiency Commission Report Writing Guide (136)**

This document provides guidance as to how to prepare reports and studies for publication. It addresses issues of grammar, format, style, and the processes used in the preparation of documents for the Commission. It is not meant to establish strict criteria for the creation of Commission documents, but rather is designed to be used as a basis for determining the basic information and style considerations for each publication. December 1998, pp.13

## **Synopsis of Publications 1965-1997, Citizens' Economy and Efficiency Commission (134)**

This report catalogs and summarizes Commission publications since its inception in 1965. It lists the reports, studies, letters, and position papers of the Commission. In addition, it summarizes these publications within categories and presents titles chronologically. March 1998, pp. 33

## **Synopsis of Publications 1965-1996, Citizens' Economy and Efficiency Commission (131)**

This report catalogs and summarizes Commission publications since its inception in 1965. It lists the reports, studies, letters, and position papers of the Commission. In addition, it summarizes these publications within categories and presents titles chronologically. January 1997, pp. 25

## **Synopsis of Publications 1965-1995, Citizens' Economy and Efficiency Commission (127)**

This report catalogs and summarizes Commission publications since its inception in 1965. It lists 125 publications, which included 88 classified as reports, 11 as studies, 17 as letters and 9 as position papers. 83 had been initiated by the Board of Supervisors, and 42 by the Commission. January 1996, pp. 17

## **Synopsis of Publications 1965-1993, Citizens' Economy and Efficiency Commission (118)**

This report catalogs and summarizes Commission publications since its inception in 1965. It lists 104 publications, which included 79 classified as reports, 5 as studies, 13 as letters and 7 as position papers. 71 had been initiated by the Board of Supervisors, and 33 by the Commission. June 1994, pp. 16

## **1993 Annual Report - Citizens Economy and Efficiency Commission of Los Angeles County (116)**

This report summarizes the Commission's actions in 1993, concluding that it was one of its most productive years on record. In addition to several administrative achievements, the Commission completed a report on pension restructuring, managed and supported the development of an independent counsel opinion and completed two other major studies within budget. March 1994, pp. 19

## EFFICIENCY

### **1992 Annual Report-Citizens' Economy and Efficiency Commission of Los Angeles County (110)**

This report summarizes Commission activities for 1992, an extremely active year. The Commission hired a new executive director, published in-depth reports on real property management and development, public access to decision-making, policies governing retirement benefits, and a report on civil disturbance. Plans were laid for work on studies of liability and risk management, a pension follow-up study, Proposition A, Department of Health Services overhaul, County budget and economic growth, and other areas. March 1993, pp. 15

### **Synopsis of Publications 1965-1992, Citizens' Economy and Efficiency Commission (111)**

This report catalogs and summarizes Commission publications since its inception in 1965. It listed 100 publications which included 81 classified as reports, 12 as letters and 7 as position papers. 70 had been initiated by the Board of Supervisors and 30 by the Commission. March 1993, pp. 16

### **Report of the Task Force on Sunset Alternatives (103)**

As a result of the Chief Administrative Office's guidelines for county committees and commissions, the Economy & Efficiency Commission recommended a sunset review date and included a study of its operations. The report reviews the mission of the Commission, its effectiveness, and its recommendation to continue its operations. The report recommends that the Board continue the Commission as constituted with its defined mission and roles. The Commission should adopt and observe methods of controlling its priorities. The report urges the Board to provide the Commission with staff and a budget to support its efforts. June 1991, pp. 37

### **Attachment B - Report on the Economy & Efficiency Commission (78)**

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. June 1980, pp. 22

### **Report on the Economy & Efficiency Commission (72)**

Since its creation, the Commission has conducted 43 major reports, resulting in 201 recommendations of which, 159 were approved by the Board. 6 County Charter amendments were approved by the voters. This report summarizes the contents of the Commission's reports and comments on the action taken. July 1978, pp. 18

### **Summary Report on the Activities of the Economy & Efficiency Commission (60)**

The Commission reported on its activities, specifying in detail its duties, method of operation and qualifications of its members. This report describes the Commission's operation, and summarizes each of the major reports and actions taken on Commission recommendations. September 1976, pp. 11

### **Report on the Economy & Efficiency Commission - 1975 (55)**

This is a report on the Commission's activities since its creation by the Board in June of 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. The 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. May 1976, pp. 17

### **Report on the Economy & Efficiency Commission - 1974 (40)**

The Economy & Efficiency Commission issued a report on the 98 Commissions and Committees in County government. Included is a report on its own activities since its inception in 1964. December 1974, pp. 14

### **Summary Report - E & E Commission - 1973 (31)**

Since its creation, the Commission has undertaken 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 Chairman and the figures stated differ from previous reports, due to the Chairman's interpretation of events. June 1973, pp. 12

### **Summary Report - E & E Commission - 1972 (27)**

Since its creation, the Commission has undertaken 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.  
November 1972, pp. 12

### **Summary Report - E & E Commission - 1971 (21)**

Since its creation, the Commission has 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 major reports from 1965 through February, 1972, the recommendations contained in each, and the action taken on each recommendation. April 1972, pp. 11

### **Summary Report - E & E Commission - 1970 (16)**

Since its creation, the Commission has submitted 16 reports and 20 letters to the Board. Of the 16 reports, four were minor progress reports. 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 major reports, from 1965 through 1970, the recommendations contained in each, and the action taken on each recommendation. February 1971, pp. 9

# CHRONOLOGY OF PUBLICATION

## ***1998***

136. Economy and Efficiency Commission Report Writing Guide  
Study of 13 pages, December (Synopsis p. 26)
135. Evaluation of Receivables Tracking and Collections Systems: A Blueprint for Change Report of 158  
pages, August (Synopsis p. 10)
134. Synopsis of Publications 1965 – 1997  
Report of 33 pages, March (Synopsis p. 26)

## ***1997***

133. An Investigation into the Processing of an Employee's Suggestion  
Report of 32 pages, November (Synopsis p. 10)
132. Review of the Relationship between Los Angeles County and State Government  
Report of 56 pages, February (Synopsis p. 21)
131. Synopsis of Publications 1965 – 1996  
Report of 25 pages, January (Synopsis p. 26)

## ***1996***

130. Internal Services Department (ISD) Restructuring Review  
Report of 11 pages, October (Synopsis p. 2)
129. Accountability and Delivery of Municipal Services to Unincorporated Areas  
Study of 78 pages, July (Synopsis p. 10)
128. A Review of the Report Issued by the Health Crisis Manager Entitled “Governance of the Department  
of Health Services”  
Report of 11 pages, January (Synopsis p. 2)
127. Synopsis of Publications 1965-1995, Citizens Economy and Efficiency Commission  
Report of 17 pages, January (Synopsis p. 26)

## ***1995***

126. Reengineering Patient Care at Los Angeles County’s Department of Health Services Study of 136  
pages, October (Synopsis p. 2)
125. Asset Management Strategies for the Los Angeles County Real Estate Portfolio  
Report of 58 pages, September (Synopsis p. 14)
124. Report on the Consolidation of the Department of Health Services Human Resources  
Function with the Department of Human Resources  
Report of 32 pages, August (Synopsis p. 2)

- 123. Review of the Proposed Restructuring of the Internal Services Department  
Report of 44 pages, June (Synopsis p. 2)
- 122. Risk Management and Liability Cost Study Follow-Up  
Study of 29 pages, May (Synopsis p. 16)
- 121. Analysis of the Collections and Collection-Based Activities of the Natural History Museum of Los Angeles County  
Study of 63 pages, April (Synopsis p. 3)
- 120. Legislative Reform: Addressing Critical Economic Issues  
Report of 18 pages, March (Synopsis p. 16)

### ***1994***

- 119. The Management of Juries within Los Angeles County  
Report of 46 pages, December (Synopsis p. 19)
- 118. Synopsis of Publications 1965-1993, Citizens Economy and Efficiency Commission,  
Report of 16 pages, June (Synopsis p. 26)
- 117. A Model to Evaluate the Performance & Objectives of Los Angeles County Commissions,  
Committees, & Task Forces  
Report of 9 pages, March (Synopsis p. 10)
- 116. Annual Report 1993, Citizens Economy and Efficiency Commission  
Report of 19 pages, March (Synopsis p. 26)

### ***1993***

- 115. Los Angeles County Risk Management Program Review  
Report of 19 pages, September (Synopsis p. 16)
- 114. A Strategy to Reduce Retirement Costs within Los Angeles County  
Report of 19 pages, September (Synopsis p. 11)
- 113. A Review of Actions Taken by Los Angeles County on Proposition "A" Contracting Requirements  
Report of 40 pages, June (Synopsis p. 20)
- 112. County Budget and Economic Growth  
Report of 9 pages, May (Synopsis p. 16)
- 111. Synopsis of Publications 1965-1992, Citizens Economy and Efficiency Commission Report of 16  
pages, March (Synopsis p. 27)
- 110. 1992 Annual Report, Citizens Economy and Efficiency Commission  
Report of 15 pages, March (Synopsis p. 27)



## ***1992***

- 109. Los Angeles County Policies and Practices Governing Retirement Eligible Benefits  
Report of 48 pages, November (Synopsis p. 11)
- 108. Public Access to Decision Making - Los Angeles County Board of Supervisors  
Report of 37 pages, July (Synopsis p. 21)
- 107. Civil Disturbance  
Letter of 2 pages, May (Synopsis p. 21)

## ***1991***

- 106. Recommendations for the Internal Services Department (ISD)  
Letter of 7 pages, August (Synopsis p. 3)
- 105. Real Property Management & Development in Los Angeles County  
Report of 64 pages, August (Synopsis p. 14)
- 104. Contracting Task Force Report and Recommendations  
Report of 23 pages, July (Synopsis p. 20)
- 103. Report of the Task Force on Sunset Alternatives  
Report of 37 pages, June (Synopsis p. 27)

## ***1990***

- 102. Security Systems in Los Angeles County Government  
Report of 20 pages, October (Synopsis p. 25)
- 101. Report on the Executive Structure of Los Angeles County Government  
Report of 62 pages, July (Synopsis p. 3)

## ***1989***

- 100. Family Services in Los Angeles County Government - Volume II  
Report of 143 pages, February (Synopsis p. 3)
- 99. Family Services in Los Angeles County Government - Volume I  
Report of 90 pages, February (Synopsis p. 3)

## ***1988***

- 98. Role of the Chief Administrative Office and Asset Management in Los Angeles County Report of 94 pages, December (Synopsis p. 4)
- 97. A Joint Organizational and Process Study of the Department of Beaches and Harbors, Parks and Recreation, Public Library and Facilities Management Department  
Study of 64 pages, October (Synopsis p. 4)
- 96. Report on Children's Social Services in Los Angeles County - Volume II  
Report of 110 pages, June (Synopsis p. 4)
- 95. Report on Children's Social Services in Los Angeles County - Volume I  
Report of 60 pages, June (Synopsis p. 4)

### ***1987***

- 94. Report on Contracting Policy in Los Angeles County Government  
Report of 154 pages, August (Synopsis p. 20)
- 93. Property Management in Los Angeles County Government  
Report of 56 pages, December (Synopsis p. 14)

### ***1986***

- 92. Implementation of Commission Recommendations Concerning Security Systems  
Letter of 4 pages, August (Synopsis p. 25)
- 91. Hearing Procedures of Regional Planning  
Report of 2 pages, July (Synopsis p. 11)
- 90. Implementation of County Reorganization and Systems Improvements: Agricultural  
Commissioner/ Weights and Measures Letter of 11 pages, June (Synopsis p. 11)

### ***1985***

- 89. Implementation of County Reorganization and Systems Improvements  
Letter of 14 pages, December (Synopsis p. 11)
- 88. Medical Examiner/Coroner  
Report of 4 pages, June (Synopsis p. 4)
- 87. Facilities Management Department Organizational and Development Study  
Study of 45 pages, April (Synopsis p. 5)

### ***1984***

- 86. Security Systems in Los Angeles County Government  
Report of 70 pages, October (Synopsis p. 25)

### ***1983***

- 85. Decision Making and Organization - Los Angeles County Government - Volume III  
Report of 94 pages, June (Synopsis p. 12)
- 84. Decision Making and Organization - Los Angeles County Government - Volume II  
Report of 213 pages, June (Synopsis p. 12)
- 83. Decision Making and Organization - Los Angeles County Government - Volume I  
Report of 15 pages, June (Synopsis p. 12)

### ***1982***

- 82. Mechanical Department  
Report of 14 pages, June (Synopsis p. 5)
- 81. Inventory and Materials Management  
Report of 5 pages, January (Synopsis p. 15)

## ***1981***

80. Report on the Court System - Los Angeles County  
Report of 89 pages, October (Synopsis p. 19)

## ***1980***

79. Selected Current Civil Service Issues  
Report of 70 pages, July (Synopsis p. 21)
78. Attachment B - Report on the Economy & Efficiency Commission  
Report of 22 pages, June (Synopsis p. 27)
77. Proposition 13 in Los Angeles County - Before and After  
Report of 87 pages, February (Synopsis p. 17)

## ***1979***

76. Contracting for Security Services  
Report of 26 pages, September (Synopsis p. 25)
75. Challenge for the 1980's: Can We Govern Ourselves?  
Report of 135 pages, January (Synopsis p. 22)

## ***1978***

74. Statement on County Proposition "A" Contracting with Private Firms  
Paper of 7 pages, October (Synopsis p. 20)
73. Cost Reduction in Los Angeles County Government  
Report of 16 pages, August (Synopsis p. 12)
72. Report on the Economy and Efficiency Commission, 1976-1977  
Report of 18 pages, July (Synopsis p. 26)
71. Statement on Proposition 8 and Senate Bill 1, the Behr Bill,  
Paper of 4 pages, May (Synopsis p. 17)
70. Impact of New County Formation  
Report of 53 pages, May (Synopsis p. 5)
69. Statement on Proposition 13, The Jarvis-Gann Initiative  
Paper of 13 pages, April (Synopsis p. 17)
68. Statement on Proposed County Charter Amendment "A" Deletion of the Prevailing Wage Clause  
Paper of 4 pages, April (Synopsis p. 17)

**1977**

- 67. The Los Angeles County Budget-Selected Issues and Recommendations  
Report of 62 pages, June (Synopsis p. 12)
- 66. Request for Legislation Providing for the Appointment of 34 Additional Superior Court Judges  
Report of 7 pages, April (Synopsis p. 17)
- 65. Recommendations on the Prevailing Wage Clause and the Automatic Salary Step Increase Plan  
Letter of 2 pages, February (Synopsis p. 22)

**1976**

- 64. Operation of the West Los Angeles County Resource Conservation District  
Letter of 5 pages, December (Synopsis p. 12)
- 63. Formation of Canyon County  
Report of 23 pages, October (Synopsis p. 21)
- 62. County Propositions "A" and "B" Elected Mayor and Size of the Board of Supervisors Report of 23  
pages, October (Synopsis p. 17)
- 61. Pros and Cons on Proposition "A" and Proposition "B"  
Paper of 20 pages, September (Synopsis p. 18)
- 60. Summary Report on the Activities of the Economy & Efficiency Commission  
Report of 11 pages, September (Synopsis p. 27)
- 59. Eliminating Automatic Step Increases and Controlling Supervisory Costs in Los Angeles County  
Government Report of 38 pages, September (Synopsis p. 13)
- 58. County Proposition "B"  
Paper of 3 pages, June (Synopsis p. 18)
- 57. Commission Structure for the Department of Public Social Services  
Report of 13 pages, June (Synopsis p. 5)
- 56. The New York City Crisis and Los Angeles County Government: Organization, Employment and  
Compensation Report of 40 pages, May (Synopsis p. 5)
- 55. Report on the Economy & Efficiency Commission – 1975  
Report of 17 pages, May (Synopsis p. 28)
- 54. Proposed Charter Amendment to Remove Department Heads and Chief Deputies from Civil Service  
Status Paper of 3 pages, February (Synopsis p. 18)
- 53. The New York City Crisis and Los Angeles County Government  
Report of 6 pages, January (Synopsis p. 6)

## **1975**

52. Report on the Department of Facilities  
Report of 11 pages, December (Synopsis p. 6)
51. Report on Commissions and Committee Assigned to the Department of Public Social Services (DPSS)  
Report of 6 pages, November (Synopsis p. 6)
50. Filling Vacant Elective Offices in Los Angeles County  
Report of 42 pages, November  
(Synopsis p. 22)
49. Report on the Paramedic Committee  
Report of 51 pages, August (Synopsis p. 6)
48. Establishment of Commissions and Committees in Los Angeles County Government Report of 9 pages, June (Synopsis p. 22)
47. Request to Review Recommendations for Change in the Arboreta and Botanic Gardens Ordinance  
Report of 5 pages, May (Synopsis p. 6)
46. Report on a Separate Auditor Department  
Report of 31 pages, April (Synopsis p. 7)
45. Commission and Committee Compensation in Los Angeles County Government  
Report of 19 pages, April (Synopsis p. 23)
44. Recommendations on the Authority of the Employee Relations Commission  
Letter of 5 pages, April (Synopsis p. 23)
43. Report on the Committee on Emergency Medical Care  
Report of 39 pages, February (Synopsis p. 7)

## **1974**

42. Progress Report on a Separate Auditor Department  
Report of 3 pages, December (Synopsis p. 7)
41. Progress Report on Strengthening the Emergency Medical Care Committee  
Report of 8 pages, December (Synopsis p. 7)
40. Report on the Economy & Efficiency Commission – 1974  
Report of 14 pages, December (Synopsis p. 28)
39. Report on the Business License Commission  
Report of 27 pages, October (Synopsis p. 7)
38. Operation of the Museum of Natural History  
Report of 10 pages, September (Synopsis p. 7)
37. County Chief Executive and Size of the Board of Supervisors  
Report of 52 pages, July (Synopsis p. 8)

36. Special Investigative and Management Audit Agency  
Report of 11 pages, July (Synopsis p. 8)
35. Appointing Authority and Operating Responsibility of the Arboreta and Botanic Gardens and the Otis  
Art Institute  
Report of 19 pages, June (Synopsis p. 8)
34. Appointment and Supervision of the Director of Regional Planning  
Report of 10 pages, March (Synopsis p. 8)

### ***1973***

33. Civil Service and Collective Bargaining in Los Angeles County Government  
Report of 135 pages, December (Synopsis p. 23)
32. Charter Proposals for the 1973 Special Election  
Report of 9 pages, August (Synopsis p. 18)
31. Summary Report - E & E Commission – 1973  
Report of 12 pages, June (Synopsis p. 28)
30. Charter Study Issues  
Letter of 22, May (Synopsis p. 18)
29. Audit Function for the Board of Supervisors  
Letter of 3, April (Synopsis p. 13)
28. Design and Construction of the Criminal Courts Building  
Letter of 3 pages, January (Synopsis p. 15)

### ***1972***

27. Summary Report - E & E Commission – 1972  
Report of 12 pages, November (Synopsis p. 28)
26. Chief Administrative Officer's Recommended Construction Improvements Program  
Report of 6 pages, November (Synopsis p. 15)
25. Management of Construction Projects / Los Angeles County - Vol. II  
Report of 247 pages, September (Synopsis p. 15)
24. Management of Construction Projects / Los Angeles County - Vol. I  
Report of 43 pages, September (Synopsis p. 15)
23. Proposed Charter Amendments  
Report of 7 pages, August (Synopsis p. 18)
22. Fire Protection Services in Los Angeles County  
Report of 200 pages, June (Synopsis p. 13)

21. Summary Report - E & E Commission – 1971  
Employee Relations and Salary Determination in Los Angeles County  
Report of 11 pages, April (Synopsis p. 28)

20. Amendments to the Report on the Department of Public Administrator-Public Guardian  
Letter of 2 pages, March (Synopsis p. 8)

19. Report on the Department of Public Administrator - Public Guardian  
Report of 7 pages, February (Synopsis p. 8)

### ***1971***

18. Employee Relations and Salary Determination in Los Angeles County  
Report of 16 pages, July (Synopsis p. 23)

17. Consolidation of County Departments and Centralization of Public Information Function  
Report of 20 pages, May (Synopsis p. 9)

16. Summary Report - E & E Commission – 1970  
Report of 9 pages, February (Synopsis p. 28)

### ***1970***

15. Study of the Los Angeles County Charter  
Study of 35 pages, July (Synopsis p. 19)

### ***1969***

14. County Architectural Services  
Report of 40 pages, March (Synopsis p. 13)

### ***1968***

13. Executive Compensation in Los Angeles County Government  
Report of 12 pages, May (Synopsis p. 23)

12. Executive Compensation Study Evaluation  
Letter of 4 pages, February (Synopsis p. 23)

### ***1967***

11. Consolidation of Sheriff-Marshall Bailiff and Civil Process Functions in Los Angeles County  
Report of 51 pages, September (Synopsis p. 9)

10. Executive Compensation Study  
Study of 87 pages, April (Synopsis p. 24)

***1966***

- Recommended Board Action on County Compensation Policies and Practices Report Letter of 3 pages, November (Synopsis p. 24)
8. County Compensation Policies and Practices  
Report of 21 pages, August (Synopsis p. 24)
  
  7. Charter Amendment on Personnel Functions  
Report of 4 pages, August (Synopsis p. 19)
  
  6. County Personnel Organization and Administration  
Report of 9 pages, July (Synopsis p. 9)
  
  5. Organization Planning in County Government  
Report of 26 pages, May (Synopsis p. 9)
  
  4. Report on Civil Service Operations  
Report of 23 pages, May (Synopsis p. 13)

***1965***

3. Civil Service Operations  
Report of 4 pages, November (Synopsis p. 13)
  
2. Productivity in County Departments  
Report of 11 pages, October (Synopsis p. 14)
  
1. Validity of the Joint Salary Survey of March 1, 1965  
Letter of 3 pages, June (Synopsis p. 24)