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Fifth District

December 12, 2000

To: Robert H. Philibosian
Chairman
Citizens Economy and Efficiency Commission

From: David E. Janssen *D. Janssen*
Chief Administrative Officer

COUNTY RESPONSE TO THE 1996 COMMISSION STUDY "ACCOUNTABILITY AND MUNICIPAL SERVICE DELIVERY TO UNINCORPORATED AREAS"

Thank you for the opportunity to provide the attached report on the County's response to the Citizens Economy and Efficiency Commission's 1996 study entitled, "Accountability and Municipal Service Delivery to Unincorporated Areas." The report is structured to correlate with the six strategies and 23 recommendations of the Commission's report. An attachment to the report highlights major accomplishments and projects that are outside the Commission's specific strategies and recommendations.

Preparing this report prompted another detailed review of the Commission's 1996 study. I want to reiterate again my respect and admiration for the comprehensive, credible analysis, and information presented in the study to support the Commission's strategies and recommendations. It is a superb document that has assisted the County Board of Supervisors, my office, and other County managers in focusing our unincorporated area responsibilities. It has also been a source document that has assisted us in our efforts to strategically plan for the overall direction of the County of Los Angeles in the 21st Century.

I would be pleased to meet with you and the Commission to discuss this report. Your staff may also contact Lari Sheehan, Assistant Administrative Officer at (213) 974-174 to discuss the report.

Thank you, the members of the Citizens Economy and Efficiency Commission, and your Executive Director, Bruce Staniforth, for your continuing contributions to the County of Los Angeles.

DEJ:LS: os

Attachments

c: Each Supervisor

**COUNTY OF LOS ANGELES
CHIEF ADMINISTRATIVE OFFICE
DECEMBER 2000**

**STATUS REPORT
RESPONDING TO THE 1996 STUDY BY THE
CITIZENS ECONOMY AND EFFICIENCY COMMISSION**

**“ACCOUNTABILITY AND MUNICIPAL SERVICE DELIVERY
TO UNINCORPORATED AREAS”**

This status report includes: a discussion on the background of the Los Angeles County Citizens Economy and Efficiency (E&E) Commission's study on "Accountability and Municipal Service Delivery to Unincorporated Areas"; identification and discussion of the key principles set forth in the study; and a status report on the response, and implementation as appropriate, to each of the Commission's strategies and recommendations.

I. Background

In July 1996, the E&E Commission issued the results of a two-year study on "Accountability and Municipal Service Delivery to Unincorporated Areas." The study was based upon significant analyses of the budgetary, policy, organizational, and service delivery structure of Los Angeles County as well as cities and special districts operating within the County. In addition, the study provided research, information, and analysis of the "best practice" service delivery models developed by State and Federal government oversight agencies.

Based upon its analyses, the E&E Commission presented a comprehensive program of four findings, six strategies, and 23 recommendations to improve the County's accountability for, and delivery of, municipal services to the unincorporated communities of the County. The County is the de facto city government for these communities: the communities are dependent on the County for provision of basic municipal services.

In the 1998-99 County Budget, the Board of Supervisors funded and established an Office of Unincorporated Area Services (OUAS) in the Chief Administrative Office (CAO). The Office includes six positions: an Assistant Administrative Officer (AAO) for OUAS, four professional positions and a secretary. In February 1999, the Chief Administrative Officer hired the AAO for OUAS and the Office became a reality. The remaining positions in the office have been filled over time with the last professional position being filled in November 2000.

II. Introduction

The Commission's study pinpoints several key, noteworthy principles that are critical to efforts to implement strategies and recommendations of the study. These principles are reiterated here because of their importance to understanding the County's progress in implementing the Commission's study.

- **Changing Organizational Culture is the Key to Success**

"To move an organizational environment characterized by bureaucracy and hierarchy to one characterized by flexibility, innovation and customer orientation requires a complete cultural change."¹

Cultural change is a slow, methodical process that requires change not only at the top levels but at all levels in the organization and especially among those who are at the front line directly serving the public. Change which is implemented without involvement and ownership by all levels of an organization will have minimal effectiveness and will not be sustainable. The line staff are the service delivery agents, and cultural change will only be successful if they embrace it.

- **Strategic Planning is Critical to the Management of Los Angeles County**

Strategic planning offers the opportunity for the Board of Supervisors and County managers to look beyond the crisis of the day. Strategic planning sets a future direction and course of action that may allow the County to transition from a mode of reactively responding to the current crises to proactive, planned priority-setting that becomes the basis for resource allocation and service delivery decisions. Strategic planning establishes a foundation for decision-making that is based upon an analysis of the long-term needs of the County's population.

In 1998, a strategic planning effort was spearheaded through a collaborative process involving all department heads and the Board of Supervisors. A strategic plan consisting of a County vision, philosophy, and four strategic goals was signed by all department heads and approved by the Board of Supervisors in November 1999. Implementation of the strategies and objectives associated with each of the strategic goals is underway in all departments (Attachments II and III)

Implementation of the County Strategic Plan includes development of a strategic plan for unincorporated area services, and strategic plans for each department.

¹ Citizens Economy and Efficiency Commission, "Accountability and Municipal Service Delivery to Unincorporated Area Services" (July 1996) Page 48.

- **County Citizens/Taxpayers/Customers Want Government to be Accountable. Accountability Requires Establishment of Performance Standards and Metrics**

Many citizens, and especially those of unincorporated communities, are often confused as to how and by whom services are delivered.² This confusion leads to questions by residents regarding appropriate allocation of tax revenues in the community they reside in and a predisposition that revenues generated by the community are spent to subsidize the services provided to other areas. This leads to a conclusion that there is unfair treatment and that the unincorporated communities do not receive their fair share. Unfair treatment, in turn, leads to the conclusions that services are not delivered efficiently or effectively.

To counteract citizen conclusions of unfair treatment, and inefficient and ineffective service delivery, government must embark on a process of building accountability into its resource allocation and service delivery systems. This requires the establishment of service performance standards and ongoing measurement as to achievement of the standards. The performance measurement process will only be successful if it begins with a process to define customer needs and current satisfaction with County's service delivery system in meeting the needs. The process of establishing performance benchmarks, standards, and measurement techniques should also include continuous review of the efficiency and effectiveness of service delivery.

- **Service Equality vs. Equity**

Citizens and government agencies often have different rationales for determining what constitutes "fairness" in resource allocation and the resulting distribution of services.³ Generally, citizens expect that their tax dollars will be spent to benefit their community. They understand the need to provide for the common good, but are suspicious that government will subsidize other areas at their expense.

Government, on the other hand, has traditionally operated from an equity perspective that emphasizes need for services and allocates resources based upon need. In fact, however, government has an obligation to balance equity and equality in service delivery. This requires that appropriate studies be done to quantify need based upon defined criteria and that allocations be tested against

² Ibid: Page 3

³ Ibid: Pages 32 through 37

the defined criteria. These studies should be used to develop service delivery standards and measures of performance that will provide accountability to the citizens by reporting and informing the citizens about the service need, standards and customer satisfaction/service performance metrics.

III. Response to Strategies and Recommendations

Strategy I: Develop Municipal Service Delivery Policy for Unincorporated Urban Areas within the County

Recommendation 1: Direct the Auditor-Controller, in coordination with the Chief Administrative Officer and appropriate departments, to estimate, based upon established minimum service levels, the direct and indirect costs of providing municipal services to unincorporated areas by department.

Beginning with the 1999-2000 County Budget, the Chief Administrative Officer and Auditor-Controller requested appropriate departments to prepare estimates of how much of their budgetary expenditures are allocated for services to unincorporated communities. The estimates have been included as a part of the introduction to the budget for both 1999-2000 and 2000-2001. The estimates have not been verified (Attachment IV).

A study of the feasibility of establishing a separate budget for unincorporated area services is underway and recommendations on steps necessary to proceed will be available in December 2000. The recommendations will deal with the issues associated with preparing two separate County budgets including: (1) necessary restructuring of the County's technical accounting systems; (2) analysis of issues regarding potential allocation of County general revenues between municipal and regional services; (3) the impact of State and Federal laws and regulations; and (4) the potential impacts of an economic recession and/or State legislatively induced downturn in County revenues.

The dual budget feasibility study will not directly address the issue of establishing minimum service levels. It will, however, eventually lead to defining existing service levels. The existing expenditure and revenue information will provide a baseline that will lead to the definition of a minimal service level. There are also parallel efforts underway that will provide information on the current service levels of certain services that can be factored into the service level equation. For example, at the request of the OUAS, the Sheriff's Contract Law Enforcement Branch is preparing a report comparing contract city and unincorporated community law enforcement service levels.

Recommendation 2a: Create and direct a department head level Unincorporated Municipal Services Committee (Committee) to submit to the Board of Supervisors a comprehensive policy on the delivery of municipal services to

unincorporated urban areas. This policy should take into consideration, among other factors, the efficiency of service delivery and access to the decision-making process by residents of unincorporated areas.

The AAO for OUAS has convened a committee consisting of department heads that provide services to unincorporated areas. The Committee maintains a monthly meeting schedule that coincides with the date of Chief Administrative Officer's monthly department head meeting. This Committee has provided important input to the work of the OUAS and has been integrally involved in the strategic planning effort for unincorporated area services.

The strategic planning process provides the vehicle for developing a municipal service delivery policy and the design of models for testing alternative service delivery models. The consensus of the Committee is that a "comprehensive policy" is not appropriate until a strategic vision for service delivery is developed and endorsed. Moreover, there is probably not one service model that will serve the geographic and demographic diversity which characterizes unincorporated communities. Several models need to be designed and tested for effectiveness in meeting community needs, performance expectations, and accountability.

Recommendation 2b: The policy should be coordinated with a County Municipal Service Delivery Ombudsman appointed by the Chief Administrative Officer, who should have responsibility for facilitating effective service delivery to the unincorporated areas.

The Chief Administrative Officer appointed the AAO for OUAS in February 1999.

Recommendation 3: Request that the Local Agency Formation Commission (LAFCo) review the possibility of requiring particular unincorporated communities, through special elections or other appropriate means, to opt for alternative service delivery levels and/or representation options. This review should include a financial benefit analysis of placing a fair tax burden on properties benefitting from alternative service delivery levels or facilities.

To the extent that communities are engaged in considering models for alternative service delivery levels and representation, it should occur through the strategic planning efforts for unincorporated area services. A relationship to this deliberative process is necessary if service delivery changes are to be implemented effectively. If pursued outside this planning and implementation process, such changes may be considered with suspicion as to their accountability, efficiency, and effectiveness goals.

Recommendation 4: The Board should support legislation on incorporation and annexations that will preclude formation of unincorporated islands.

Existing State statutes already vest LAFCo with the responsibility for preventing the creation of unincorporated islands except under very limited circumstances. These statutes have been strengthened by AB 2838, Chapter 761 Statutes of 2000.

Recommendation 5: Direct the Committee, assisted by the Los Angeles LAFCo and appropriate County departments to specifically define the elements of County municipal service delivery. In addition, it should develop a policy which will eliminate unincorporated islands and prevent their creation in the future. The policy should include:

- a. **A strategy to encourage annexation of presently unincorporated, very small islands by an appropriate jurisdiction if it is determined that it is more efficient and will enhance accountability;**
- b. **A means of ensuring that decisions on future land use and regulations within islands are equal to, or more restrictive than, those of adjacent cities with the highest zoning standards;**
- c. **The establishment of standards and capital improvement requirements for new or expanding developments which are equal to, or more restrictive than, the highest standards of adjacent cities; and**
- d. **A policy that developments are to be charged proportionately increased fees based on the distance of their subdivisions from existing core infrastructure, e.g., water, sewer, fire, law enforcement, etc.**

The unincorporated area services strategic planning process will define the elements of County municipal service delivery. I will also include one service model that addresses islands and responds to the essence of this recommendation. In addition, OUAS has initiated an inventory of islands in the upper San Gabriel Valley which will be useful in implementation of the service model. The inventory provides information on the size, land use, current use, and service delivery agents for these islands. The next step will be to compare the operational and fiscal impact of either contracting with neighboring cities for services to these areas, or annexing the areas to those cities. Eventually, the Board of Supervisors will have to authorize meetings with the cities and the residents/landowners of these island areas in order to move this recommendation and the strategic service model forward.

Strategy 2: Insure that Tax Payers are Viewed by the County as Valued Customers.

Recommendation 6: Direct each department, in coordination with the CAO and the Auditor-Controller, to develop a program to evaluate and improve the effectiveness of customer service. Such a program should recognize that the **outcome of service delivery is the critical performance measure.**

The Los Angeles County Five -Year Strategic Plan addresses this recommendation in all four of its strategic goals: service excellence, workforce excellence, organizational effectiveness, and fiscal accountability. A matrix of all the goals, strategies, and objectives is included as Attachment III.

The Strategic Plan for Unincorporated Area Services incorporates and builds on the County Five-Year Strategic Plan. The key focus of the Strategic Plan for Unincorporated Area Services is to evaluate and improved customer service by: (1) testing models to improve the effectiveness, efficiency, and accountability of service delivery, and (2) measuring customer satisfaction with the service outcomes.

Customer satisfaction measurements have also been a critical element of all new programs implemented by OUAS including the Code Enforcement *Report Line*, the Citizen *Help Line* and the newly developed *Community Connection*, a printed activity guide for the unincorporated Whittier community.

Recommendation 7: Direct the Unincorporated Municipal Services Committee to prepare for the Board of Supervisors a policy statement that emphasizes that service to residents is the primary consideration of each County employee. This policy statement should be provided to each employee.

The County of Los Angeles Five-Year Strategic Plan provides this policy statement. As noted, it was developed and endorsed by all department heads and approved by the Board of Supervisors. A one-page sheet outlining the vision, philosophy, and goals of the Strategic Plan has been delivered to all County employees.

The Strategic Plan for Unincorporated Area Services will provide more definition of this policy statement as it relates to service to residents, landowners, and businesses of unincorporated communities.

Recommendation 8: Direct the Internal Services Department to develop a service reference guide for inclusion in the County phone book that would enable each employee to direct resident calls to the appropriate department.

The Citizens Guide to County Services produced by the CAO's Public Affairs Office has provided this type of a directory for several years. The County internet and intranet web sites also provide this type of information. Individual members of the

Board of Supervisors have also produced community specific pamphlets for their constituents. OUAS has developed two toll-free "hot lines" that are also aimed at improving accessibility to County services for residents of unincorporated areas: the code enforcement *Report Line* and the general citizens *Help Line*. Each of these mechanisms, and especially the *Report* and *Help* lines, are attempts to triage a citizen's needs to determine "the" appropriate department. However, County employees who answer citizen inquires do need to be advised of these reference tools.

Recommendation 9: Direct the Committee to increase efforts to help form community groups that provide the opportunity to educate and consult with residents of unincorporated areas on municipal service provision by Los Angeles County.

Individual members of the Board of Supervisors have their own mechanisms for educating and consulting with community groups. County departments participate in these mechanisms upon request of the Board members and their staff.

Recommendation 10: Direct the Committee to prepare, in cooperation with appropriate organizations, information for residents of unincorporated areas on the opportunities, procedures, and advantages and disadvantages of alternative political and community organizations.

Based upon requests of certain members of the Board of Supervisors, OUAS, with input from departments, has researched and prepared reports on alternative political and community organizations (Attachment V).

Recommendation 11: Direct the Committee, with assistance from LAFCo and appropriate County departments, to advise the Board of Supervisors on methods of municipal service delivery, including financing, that would lend themselves to policy input from local communities.

The Strategic Plan for Unincorporated Area Services will include recommendations for the implementation of several models for service delivery as pilots so that local community input can be sought in the implementation and evaluation process.

Recommendation 12: Direct the Committee to develop a system that involves community groups in advising the County on the adequacy of municipal service provision in their communities.

Implementation of both the County Strategic Plan and the Strategic Plan for Unincorporated Area Services will involve establishment of community input systems.

Strategy 3: Facilitate the Ability of Local Organizations to Provide Input to the Budgetary Process

Recommendation 13: Direct the Committee, assisted by the CAO, to utilize input on the budget that may be provided by local organizations.

Input on the budget is widely solicited and utilized. However, most organizations that do provide input, have specific programmatic needs and use the budget hearing process to lobby for those needs. The challenge is to motivate general citizens to become informed and to take the time to provide input. This challenge has not yet been successfully addressed.

Recommendation 14: Direct the CAO, with cooperation of the Auditor-Controller and appropriate County departments, to create a separate municipal budget.

The response to Strategy 1, Recommendation 1 also responds to this recommendation.

Recommendation 15: Direct the CAO to develop an “Annual Report on Municipal Service Delivery to the Unincorporated Areas” that is consistent with established GASB recommendations and as illustrated in Appendices D through F. This report should be coordinated with the new Management Appraisal Performance Plan (MAPP).

The Governmental Accounting Standards Board (GASB) recommendations, as illustrated in Appendices D through F, are service performance standards or indicators. The recommended annual report would presumably provide a report card on how municipal service delivery departments are performing in meeting the established standards. Such a report card is the result of a completed process that includes establishment of minimum service standards, measurement of current service delivery against the standards, and establishment of targeted improvements toward meeting or exceeding the standards.

Some form of the GASB standards/benchmark process will be developed as we implement the County Five-Year Strategic Plan and the Strategic Plan for Unincorporated Area Services. The County Five-Year Strategic Plan includes objectives requiring all departments to establish performance standards for their service systems. The Strategic Plan for Unincorporated Area Services will propose implementing, initially as pilot programs in select unincorporated communities, models for improving municipal service delivery that include the establishment of performance standards, and periodic evaluation of success. Both strategic plans include requirements for reporting regularly on achievements. Thus this recommendation will be implemented as a part of implementing the two strategic plans.

Implementation of the goals, strategies, and objectives of the County Five-Year Strategic Plan will be a component of departmental budget instructions in 2001-02 and be linked to the 2000-01 Management Appraisal Performance Plan (MAPP) process. It is anticipated that, once adopted, the Strategic Plan for Unincorporated Area Services will also be integrated a component of the departmental budgets as well and management employees' MAPPs.

Strategy 4: Develop Reporting Systems for Outcome-based Performance Measurement of Municipal Services Being Provided

Recommendation 16: Direct the Committee, with assistance from the Auditor-Controller and appropriate County departments to geographically account for municipal services, using inputs (monetary, personnel, etc.), outputs (units of service delivered), outcomes (results) and effectiveness (quality, timeliness, customer satisfaction) as recommended by the GASB and as illustrated in Appendices D through F. The Committee should submit to the Board of Supervisors an annual report on the utilization of this approach.

This recommendation is a third stage, sequential refinement of Strategy 1, Recommendation 1, Strategy 2; Recommendations 6 and 7, and Strategy 3, Recommendations 14 and 15. Accordingly, while the recommendation may be pursued, it will occur in a stepping-stone fashion based upon completion of the various steps that may logically lead to a separate unincorporated area budget, with minimum performance standards and performance measurement as well as a process for customer satisfaction improvements. This will not be accomplished in the near term.

Recommendation 17: Direct the CAO, with assistance from the Auditor-Controller and appropriate departments, to develop outcome-based program evaluations for municipal services based upon recommended GASB criteria as illustrated in Appendices D through F. This evaluation should be coordinated with the MAPP and be consistent with Vision 2000.

The County Five-Year Strategic Plan does include outcome-based program evaluations under Goal 1 - Service Excellence, Strategy 3 - Evaluate services based on results. The implementing actions include identification and implementation of best practices and programmatic outcome measures. The Quality and Productivity Commission is a lead participant in this process along with the CAO. The Strategic Plan for Unincorporated Area Services will apply the County Strategic Plan Goals, Strategies, and Objectives specifically to unincorporated area services as a part of the effort to test a number of service models in pilot communities.

As noted, the implementation of the strategic planning processes is being integrated into the MAPP process for County executives.

Strategy 5: Maximize the Use of Alternatives in the Delivery of Municipal Services to Unincorporated Communities

Recommendation 18: Direct the Committee, assisted by LAFCo and appropriate County departments, to develop policies ensuring that the County coordinates with other jurisdictions in the design and delivery of services to unincorporated areas; and considers the use of alternative service providers, or combinations of providers, such as other public jurisdictions, joint powers authorities, universities, the private sector.

The Strategic Plan for Unincorporated Area Services, based upon input from the affected departments, is being crafted with the major objective of developing alternative service delivery models to gauge efficiency, effectiveness, customer satisfaction, and outcome metrics (results). The models may include using non-County agencies for service to small unincorporated islands, departmental co-location and collaboration in service delivery, development of city hall/civic centers, and identification of lead departments to collaborate service delivery.

Recommendation 19: Direct the Committee, assisted by appropriate County departments, to make recommendations on the use of municipal service delivery alternatives to include interdepartmental restructuring, reorganization and consolidation where more efficient and effective service delivery can be achieved.

As noted in the response above, the draft Strategic Plan for Unincorporated Area Services proposes to test alternative service delivery models. Customer satisfaction as well as service delivery efficiency and effectiveness will be used to evaluate the models.

Recommendation 20: Request LAFCo to provide the Board of Supervisors with a review of all future boundary changes or revisions between incorporated and unincorporated areas with the objective of considering which form of delivery most efficiently and effectively meets municipal service needs.

The CAO has requested LAFCo to provide his office with copies of all applications for boundary changes and sphere of influence changes for the purpose of reviewing the applications to determine impacts on service needs and delivery. Comments are being provided to LAFCo about the proposals. In addition, OUAS has prepared a draft Board Policy regarding city annexations, incorporations and spheres of influence. The draft policy is being reviewed with each Board office.

Recommendation 21: Direct the Committee, in coordination with the Department of Human Resources, to develop policies and procedures that integrate the Department Head MAPP process, annual budget process and service delivery systems.

and

Recommendation 22: Direct the Committee to develop a system which will combine sequentially: department head/Board goal setting, departmental budgetary planning, performance standards and reporting, performance appraisals and rewarding department management. Unincorporated areas should be included in this process to establish performance accounting, reporting and standards.

The County Five-Year Strategic Plan and the Strategic Plan for Unincorporated Area Services have objectives that will implement these recommendations.

12/12/00

ATTACHMENT I

**COUNTY OF LOS ANGELES
CHIEF ADMINISTRATIVE OFFICE
DECEMBER 2000**

**MAJOR ACCOMPLISHMENTS
OFFICE OF UNINCORPORATED AREA SERVICES**

- ***Toll Free Citizen Help Line and Code Enforcement Report Line***

The Office of Unincorporated Area Services (OUAS) lead and facilitated a task force of multiple departments that investigated the feasibility and made recommendations to the Board of Supervisors on two toll-free phone systems to provide improved access and more efficient service to unincorporated area residents. The feasibility analysis looked at organizational options as well as collaborative efforts required by County departments to implement the phone lines. The Task Force determined that the two lines should be initially piloted and that Info Line of Los Angeles County, a nonprofit organization that is under contract with the County to provide information and referral for health and social services was the best implementation strategy. The pilot for the Help Line is being conducted in five unincorporated communities while the Report Line is unincorporated area wide.

A consultant was hired to assist in the actual system design, the preparation of the taxonomy for use by Info Line, and the training of Info Line staff. The objective of the system is to have Info Line staff adequately trained so that they can triage calls and direct them to the appropriate County department for response. In the case of the Code Enforcement Report Line, the departments have committed to timely response to referrals.

OUAS secured a grant from the Quality and Productivity Commission for the first year for the operational and marketing costs of the two lines. OUAS staff also prepared the contract amendment with Info Line and secured the Board's approval.

The lines have been operational since July 2000. OUAS staff in collaboration with the CAO's Marketing Office has conducted an extensive marketing plan in order to introduce the service to the residents of the unincorporated areas. The marketing has included presentations at several town council and other unincorporated area focus groups.

As a part of the 2000-01 budget process, the OUAS is evaluating the service to determine modifications and prepare a justification for County general fund support in 2001-02.

- ***Strategic Plan for Unincorporated Area Services***

OUAS worked with departments serving unincorporated areas to prepare a scope of work for consulting services to assist in the preparation of a strategic plan for unincorporated area services. A team of three department heads interviewed consultant candidates and selected KH Consulting to facilitate the strategic plan development. OUAS and the three department heads also did considerable background work with KH Consulting in preparation for two offsite planning sessions conducted with 40 plus participants from key departments, Citizens Economy and Efficiency and Quality and Productivity Commissions, and Board offices. The draft strategic plan with mission and strategic goals in the form of models for service enhancement and customer satisfaction measurement is currently under review and refinement. The process has been a collaborative partnership between participants. Finalization and implementation of the strategic planning goals will continue to depend on this teamwork by key county departments and the Board.

- ***Collaborative Code Enforcement Improvements***

Improving the results of the code enforcement efforts of approximately eight departments is a goal of the OUAS. There are a number of specialized code enforcement efforts including the Board of Supervisors established Interdepartmental Coordinating Group (ICG). While established for the singular purpose of coordinating the County response to businesses that do not comply with licensing requirements, the ICG membership includes all departments with code enforcement responsibilities including the District Attorney. Each Board office also has representation on the ICG. Working with the ICG, an informational report is being compiled on the following: County code enforcement regulations; routine and special code enforcement programs; program staffing and expenditures; funding sources; and performance statistics. A composite report with this information has not been previously compiled and will be useful in understanding all the various code enforcement efforts, their relationships and effectiveness. A couple of new code enforcement program concepts have also been developed, however, it has been determined that the comprehensive report on existing efforts was needed before new programs could be logically proposed.

- ***Unincorporated Community Activity Guide***

At the request of Supervisors Molina and Knabe, OUAS has developed a pilot community activity guide for the unincorporated Whittier area. Many cities have activity guides for their communities and the "Whittier Community Connection" is modeled after these. The task has required collaborative work with departments who need to preplan their activity calendars further in advance than usual in order to provide input to the quarterly guide. Layout and presentation of the material has also been a challenge. Following publication/distribution of the initial edition, we will be

working to develop an advertising base to offset the costs of the second and subsequent editions. A goal for the next fiscal year, in keeping with the Strategic Plan for Unincorporated Area Services, is to provide guides for additional communities.

- ***Feasibility Analysis of a Separate Unincorporated Area Budget***

OUAS has designed and is implementing a feasibility analysis on the development of a separate unincorporated area budget for the County. The project was initiated at the request of Supervisor Molina and is one of the original recommendations of the Citizens Economy and Efficiency Commission's 1996 report on unincorporated area services. The feasibility analysis is to be completed within the next couple of months.

- ***Draft Board Policy on City Annexation and Spheres of Influence***

OUAS has developed a draft City Annexation and Sphere of Influence Policy for consideration by the Board of Supervisors. This was initiated by Supervisor Molina based upon the fact that the Board does not currently have a policy or an adopted formula for property tax sharing with cities which annex property.

- ***Census 2000***

The Los Angeles County Census 2000 Complete Count Committee and related outreach planning were under the leadership of the Registrar-Recorder/County Clerk (Registrar) until October 1999. At that time, the Registrar and the Chief Administrative Officer agreed that the Registrar's need to focus on the March 2000 Presidential Primary necessitated that lead responsibility for Census 2000 be transferred to the Chief Administrative Office. Because of the County's fundamental outreach responsibility was for unincorporated communities, the Assistant Administrative Officer, Unincorporated Area Services assumed the Chair of the Complete County Committee and other related duties.

Shortly after this transfer, the State of California announced that it would be distributing \$5 million statewide for local outreach efforts. Los Angeles County received \$1.8 million for distribution to the 88 cities and unincorporated area. The State process required the preparation of a plan for allocation and uses as well as contractual requirements and audit of the funds. The State requirements coupled with the limited time period in which the funds would be useful and the number of cities in Los Angeles County, presented significant logistical issues. Notwithstanding these challenges, the Chief Administrative Office was able to run an effective program that was well received by the cities and also enhanced outreach in unincorporated communities through work with the Board offices collectively and individually. A direct result of the County Census 2000 Outreach efforts was a significant increase over 1990 in the number of households responding to the Census questionnaire. County-wide the increase was 6 percent and for unincorporated areas the increase was 9 percent.

- ***Kern - Los Angeles County Boundary Change***

OUAS coordinated the review of a proposal made by property owner petition to detach a rural area east of I-5 and south of the Kern-Los Angeles County boundary from Los Angeles with concurrent annexation to Kern County. This involved considerable work with affected departments and the County of Kern. The County boundary change has been approved by both the Los Angeles and Kern Board of Supervisors.

- ***Propositions 12 and 13***

OUAS took a lead role in analyzing the provisions of Propositions 12 and 13 to determine the specific requirements and funding for Los Angeles County in these two complex ballot measures. The analytical matrix has been used by other local agencies and the State.

- ***Wildlife Waystation***

OUAS has assumed the lead facilitator responsibility for the multi-departmental effort to work with the Wildlife Waystation to correct major code enforcement issues for their wildlife refuge in the Little Tujunga Canyon. Three State agencies have also been involved and included in the County's efforts: Fish and Game Department, Regional Water Quality Control Board, and Housing and Community Development. In addition to working on the violations of State and County regulations, the multi-departmental group is working with the Wildlife Waystation on the preparation of appropriate environmental and other documents required for submission of a new application for a conditional use permit for the refuge. The Wildlife Waystation provides an important and needed service to wildlife of Los Angeles County; however, it has grown and operated in a manner that is inconsistent with adopted regulations relating to water, sanitation, fire, public protection, housing, and zoning. Bringing the Waystation into compliance with these important regulations and ensuring that compliance is maintained is critically important for public protection.

- ***Family Safety Zones***

OUAS led a multi-departmental task force that developed a program for responding to the Board direction for family safety zones at County parks. The program included: designing a pilot program for implementing safety improvements at six County parks; improving coordination of law enforcement in the response, reporting and protocols related to public safety issues at County parks; development of a legislative proposal that proposed extending current enhanced penalties for crimes committed on or near schools to public parks, libraries and beaches; implementing a special sign program to alert persons that criminal activity at County parks will be prosecuted to the fullest extent possible; and securing funding for the pilot program in 2000-01.

- ***Pedestrian Safety Task Force***

With the Department of Public Works, staffed this task force and its three subcommittees. The Task Force met for over a year and produced: a legislative proposal to provide for the potential of increased funding for pedestrian safety education; a number of grant proposals to the State Office of Traffic Safety, three of which have been funded; and a strategic pedestrian safety plan that will be submitted to the Board of Supervisors in early 2001. OUAS took the initiative to prepare the first draft of the strategic plan which has allowed the Task Force to complete its assignment.

- **San Gabriel Valley Islands**

OUAS with assistance from the Department of Regional Planning has prepared an inventory of unincorporated islands within the San Gabriel Valley including their size, current development, service providers, and demographic information. Recommendations on how to proceed will be completed shortly and will be consistent with the Strategic Plan for Unincorporated Area Services that is under preparation.

12/12/00

ATTACHMENT II

LOS ANGELES COUNTY VISION

Our **purpose** is to improve the quality of life in Los Angeles County by providing responsive, efficient, and high quality public services that promote the self-sufficiency, well-being and prosperity of individuals, families, businesses and communities.

Our **philosophy** of teamwork and collaboration is anchored in our shared values:

- ▶ responsiveness
- ▶ integrity
- ▶ professionalism
- ▶ commitment
- ▶ accountability
- ▶ a can-do attitude
- ▶ compassion
- ▶ respect for diversity

Our **position** as the premiere organization for those working in the public interest is established by:

- ▶ a capability to undertake programs that have public value,
- ▶ an aspiration to be recognized through our achievements as the model for civic innovation,
- ▶ a pledge to always work to earn the public trust.

Gloria Molina
Supervisor, First District

Yvonne Brathwaite Burke
Supervisor, Second District

Zev Yaroslavsky
Supervisor, Third District

Don Knabe
Supervisor, Fourth District

Michael D. Antonovich
Supervisor, Fifth District

ATTACHMENT III

COUNTY OF LOS ANGELES FIVE-YEAR STRATEGIC PLAN

GOALS AND STRATEGIES - ASSIGNMENT MATRIX

| Responsible Entities | | KEY | |
|----------------------|---|-----|---------------------------|
| CAO | = Chief Administrative Office | L | = Lead |
| CIO | = Chief Information Office | S | = Secondary lead, support |
| DHR | = Department of Human Resources | P | = Participation |
| ISD | = Internal Services Department | | |
| A/C | = Auditor-Controller | | |
| QPC | = Quality and Productivity Commission | | |
| All Depts | = All County departments, including above | | |

GOAL NO 1: SERVICE EXCELLENCE

Provide the public with easy access to quality information and services that are both beneficial and responsive.

Strategy 1: Develop standards for user friendly service.

| Objective | CAO | CIO | DHR | ISD | A/C | QPC | ALL DEPTS |
|---|-----|-----|-----|-----|-----|-----|-----------|
| 1. By January 2001, each department will develop one or two key service delivery standards. By January 2002, each relevant program will have service standards. | L | | | | | | P |
| 2. By July 2001, each department will develop programs for customer service orientation for their employees. | | | L | | | | P |
| 3. By July 2001, each department will identify primary and secondary clients, as well as partners necessary to effectively meet client needs. | L | | | | | | P |

Strategy 2: Design seamless ("One County") service delivery systems.

| Objective | CAO | CIO | DHR | ISD | A/C | QPC | ALL DEPTS |
|--|-----|-----|-----|-----|-----|-----|-----------|
| 1. By January 2001, CAO will identify existing services delivered in a seamless fashion. | L | | | | | | P |
| 2. By July 2001, each department will, where appropriate, identify and prioritize services that should be delivered in a seamless fashion, and set implementation targets. | L | | | | | | P |
| 3. By July 2001, each department will develop programs to deliver services through the internet/intranet. | S | L | | S | | | P* |

Strategy 3: Evaluate services based on results.

| Objective | CAO | CIO | DHR | ISD | A/C | QPC | ALL DEPTS |
|--|-----|-----|-----|-----|-----|-----|-----------|
| 1. By April 2001, develop a countywide program for identifying and promoting best practices. | S | | | | | L | |
| 2. By July 2001, each department shall develop at least one outcome measure per program. | L | | | | | S | P |

GOAL NO. 2: WORKFORCE EXCELLENCE
Enhance the quality and productivity of the County workforce.

Strategy 1: Recruit, develop and retain dedicated and productive employees.

| Objective | CAO | CIO | DHR | ISD | A/C | QPC | ALL DEPTS |
|---|-----|-----|-----|-----|-----|-----|-----------|
| 1. By April 2001, assess the current critical training needs of employees and identify programs needed to meet them. | | | L | | | | P |
| 2. By April 2001, identify classifications with high level of anticipated retirement and develop strategies to maintain services. | S | | L | | | | P |
| 3. By April 2001, assess current systems for employee performance measurement and recommend improvements. | S | | L | | | | P |
| 4. By July 2001, identify and commit the resources necessary to foster a computer literate workforce. | S | L | S | | S | | |

Strategy 2: Create a positive work environment.

| Objective | CAO | CIO | DHR | ISD | A/C | QPC | ALL DEPTS |
|--|-----|-----|-----|-----|-----|-----|-----------|
| 1. By January 2001, develop a plan for a program to enhance employee well-being and related productivity. By July 2001, begin phased implementation, followed by program evaluation. | S | | L | | | S | P |
| 2. By July 2001, assess the effectiveness of current internal employee communication systems and identify specific proposals for improvement. | | | L | | | | P |
| 3. By July 2001, determine levels of employee organizational commitment through surveys concerning physical infrastructure, equipment and employee morale. | S | | L | | | | P |

GOAL NO. 3: ORGANIZATIONAL EFFECTIVENESS

Ensure that service delivery systems are efficient, effective, and goal-oriented.

Strategy 1: Implement strategic management processes.

| Objective | CAO | CIO | DHR | ISD | A/C | QPC | ALL DEPTS |
|--|-----|-----|-----|-----|-----|-----|-----------|
| 1. By December 2000, roll out the enterprise strategic management process countywide. | L | | | | | | P |
| 2. By July 2001, each department will have underway or completed a departmental strategic management plan that is consistent with the countywide plan. | L | | | | | | P |

Strategy 2: Improve internal operations.

| Objective | CAO | CIO | DHR | ISD | A/C | QPC | ALL DEPTS |
|--|-----|-----|-----|-----|-----|-----|-----------|
| 1. By January 2001, identify key central agency support systems that need to be streamlined or refocused. | L | | | | | | P |
| 2. By January 2001, identify key systems/processes that require countywide leadership (e.g., enterprise resource planning [ERP], network data, living wage). | L | S | S | S | S | | |
| 3. By December 2001, produce a consolidated, countywide organizational effectiveness baseline data report that will identify service quality and delivery time measures and best practices for all internal department services. | L | S | S | S | S | S | P |

Strategy 3: Collaborate across functional and jurisdictional boundaries.

| Objective | CAO | CIO | DHR | ISD | A/C | QPC | ALL DEPTS |
|--|-----|-----|-----|-----|-----|-----|-----------|
| 1. By January 2001, catalogue and evaluate existing areas of collaboration. | L | | | | | S | P* |
| 2. By April 2001, develop structure and systems, and establish criteria, to enhance collaboration countywide. | L | | | | | S | P |
| 3. By July 2001, identify areas of overlap and/or conflict between the mission/functions of County agencies and methods to resolve these issues. | L | | | | | S | P |

**GOAL NO. 4: FISCAL RESPONSIBILITY
Strengthen the County's fiscal capacity.**

Strategy 1. Manage effectively the resources we have.

| Objective | CAO | CIO | DHR | ISD | A/C | QPC | ALL DEPTS |
|---|-----|-----|-----|-----|-----|-----|-----------|
| 1. By December 2000, establish countywide standards for ERPs. | S | L | S | S | S | | |
| 2. By January 2001, each department will identify MIS strengths and weaknesses and develop a plan by July 2001 to improve them. | | L | | S | | | P |
| 3. By January 2001, establish budgetary policy to reward departments for productivity improvements. | L | | | | | S | |

Strategy 2: Invest in public infrastructure.

| Objective | CAO | CIO | DHR | ISD | A/C | QPC | ALL DEPTS |
|---|-----|-----|-----|-----|-----|-----|-----------|
| 1. By December 2000, develop inventory of all County physical assets and liabilities. | L | | | | | | |
| 2. By January 2001, implement the County Strategic Asset Management Plan. | L | | | S | | | |

Strategy 3: Increase public private partnerships.

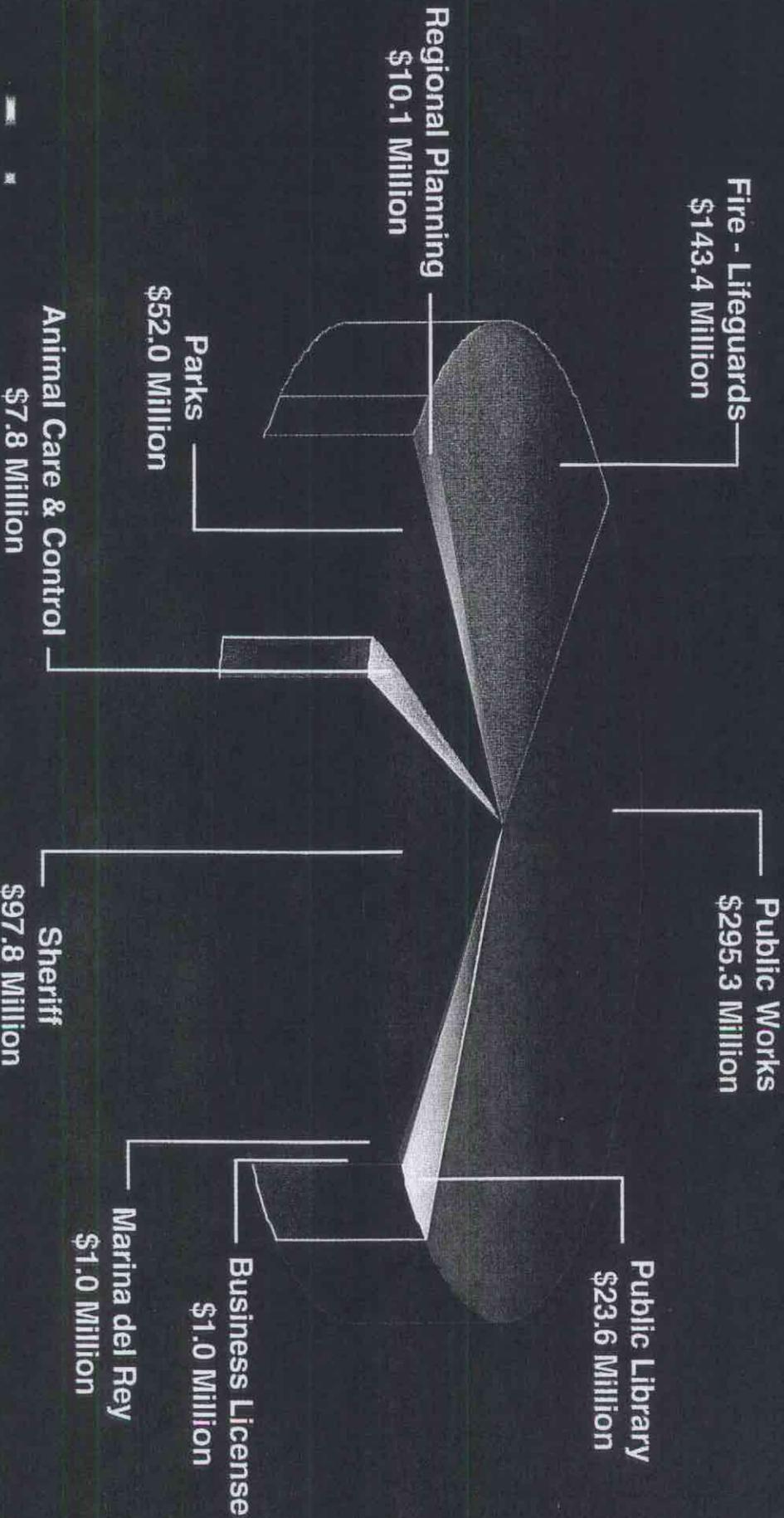
| Objective | CAO | CIO | DHR | ISD | A/C | QPC | ALL DEPTS |
|---|-----|-----|-----|-----|-----|-----|-----------|
| 1. By December 2000, identify existing public private partnerships. | L | | | | | | P* |
| 2. By July 2001, appropriate departments will prepare plans and time lines to enhance strategic partnerships. | L | | | | | | P* |

* May not apply to all departments.

ATTACHMENT IV

Unincorporated Area Services

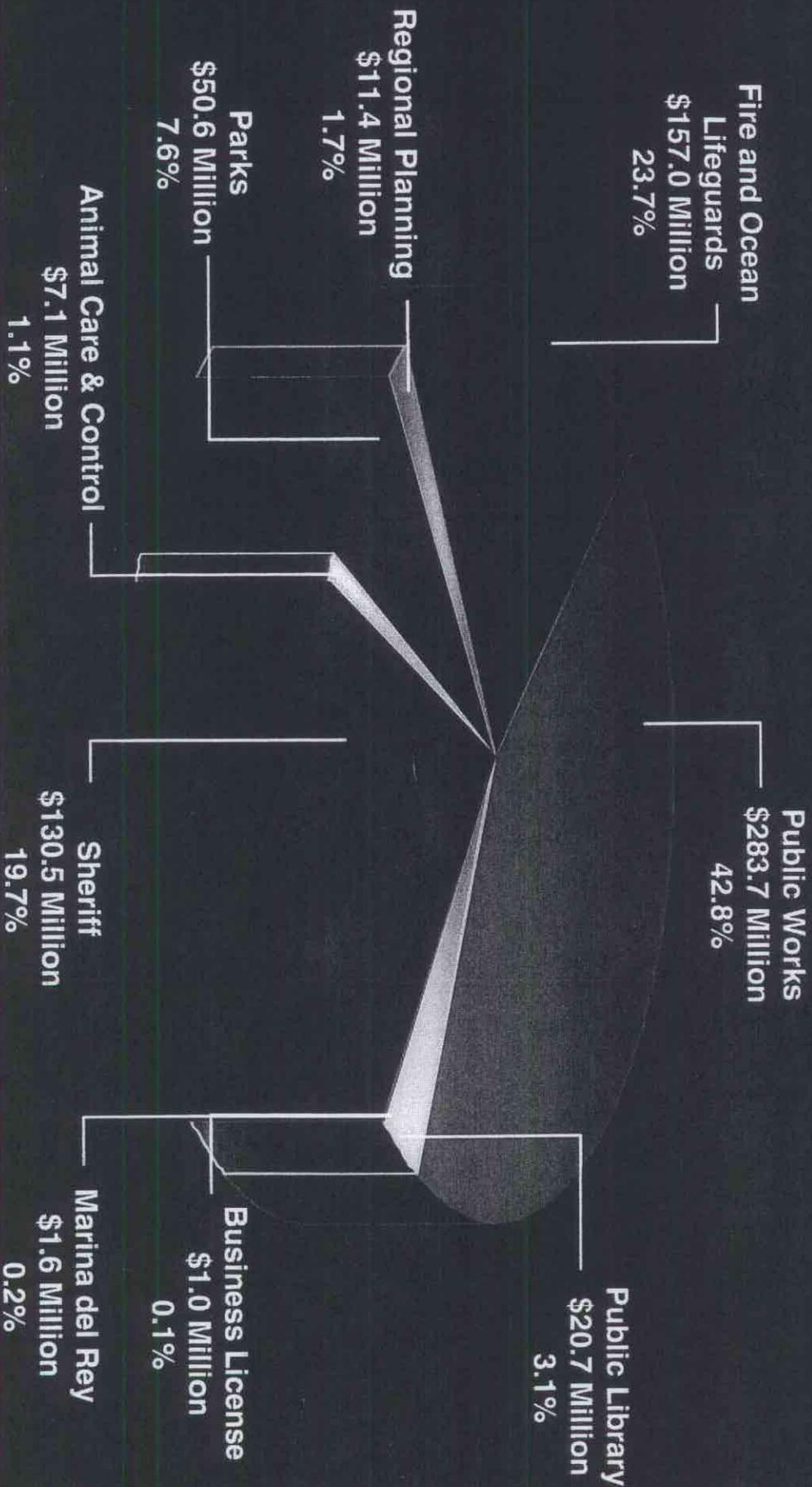
\$632.0 Million



1999-2000 Proposed Budget

UNINCORPORATED AREA SERVICES

\$6663.6 Million



2000-01 Proposed Budget

32

ATTACHMENT V



County of Los Angeles
CHIEF ADMINISTRATIVE OFFICE

713 KENNETH HAHN HALL OF ADMINISTRATION • LOS ANGELES, CALIFORNIA 90012
(213) 974-1101

DAVID E. JANSSEN
Chief Administrative Officer

Board of Supervisors

GLORIA MOLINA
First District

June 8, 1999

YVONNE BRATHWAITE BURKE
Second District

ZEV YAROSLAVSKY
Third District

DON KNABE
Fourth District

MICHAEL D. ANTONOVICH
Fifth District

TO: Supervisor Michael D. Antonovich
Fifth Supervisorial District

FROM: David E. Janssen
Chief Administrative Officer

COMPARISON OF TOWN COUNCILS AND MUNICIPAL ADVISORY COUNCILS

In response to your request, we are pleased to provide the attached report comparing town councils and municipal advisory councils (Attachment I). The report is formatted as a chart in an attempt to highlight the areas of similarity and difference between the two forms of community representation. The chart concludes with a list of the opportunities and constraints of each option. The list is subjective and not exclusive.

Several source documents were reviewed and research inquiries were made in the preparation of this report. Relevant State statutes were reviewed including Government Code Section 31010 that provides authority for county boards of supervisors to establish municipal advisory councils. The 1995 publication, Rural Town Councils: A Guide and Handbook by Mary Ann Floyd was also reviewed. This publication provides a very understandable, user friendly explanation of the process, reasons, and time line for formation of a town council. It also provides practical insight into the readiness of a community to become organized as a town council.

Our research pointed out that the statutory authority to form municipal advisory councils (MAC) has had only limited use in California. The consultant to the Senate Local Government Committee has monitored MAC's since the early 1970's and indicates they have only been formed in the following counties: Contra Costa, Los Angeles, Orange, San Bernardino and Ventura Counties.

In Contra Costa County, MACs were formed in the communities of Danville and San Ramon both of which have since incorporated as cities. The Orange County Board of Supervisors formed a MAC in Mission Viejo and that community has also recently incorporated as a city. One MAC in Ventura County and one in San Bernardino are still in place. We have contacted each of these counties requesting information about their MACs and will provide you with this information when it is received. In the meantime, information available on the Internet regarding Ventura County's Oak Park MAC is attached (Attachment II).

Supervisor Michael D. Antonovich
June 8, 1999
Page 2

Here at home, former Supervisor Peter F. Schabarum authored a Board of Supervisors resolution in 1976 establishing the Diamond Bar Municipal Advisory Council. The community of Diamond Bar incorporated as a city in 1989 and the MAC was dissolved with the incorporation. A copy of the resolution is attached (Attachment III).

We have been made aware of only two publications that have any reference about MACs. A report prepared by Mr. Peter Detwiller, currently the Senate Local Government Committee consultant, in the early 1970s when he worked for the State Office of Planning and Research. According to Mr. Detwiller this report is out of print and copies are not available. In addition, Dr. Alan Sokolow, currently at UC Davis and previously with the UC Berkeley Institute for Public Policy authored a publication in the early 1970's entitled Choices for Unincorporated Communities that made reference to MACs. This document is also out of print, however, we do have a copy that is available for reference.

If you have questions or would like additional information, please call Lari Sheehan, Assistant Administrative Officer, Office of Unincorporated Area Services at (213)974-1174. We appreciate the opportunity to provide this information and hope that it is useful to the community of Altadena.

DEJ:LS:os

Attachments

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| COMPARISON OF TOWN COUNCILS AND MUNICIPAL ADVISORY COUNCILS | | |
|---|--|--|
| Categories | Town Council | Municipal Advisory Council |
| I. Legal Authority | None except as noted in IX below. | California Government Code Section 31010 (Enacted in 1971 and Amended in 1975). |
| II. Relationship to the County | The town council concept was developed by Los Angeles County Supervisor Michael D. Antonovich. Supervisor Antonovich encourages unincorporated communities to consider the formation of town councils to serve as central voice for the community on a variety of issues. The town councils have no legal relationship to the County. | Municipal Advisory Councils (MAC) are created by the County Board of Supervisors. The Board also: prescribes the MAC's formation process, areas of responsibility, and role (advisory vs. advocacy); determines how advisory council members shall be selected; and may provide County funding for the MAC's operations. |
| III. Formation Process | The process for formation of a town council is technically up to the community residents who have decided to organize a council. A recommended formation process is contained in the 1995 publication, <u>Rural Town Councils: A Guide and Handbook</u> authored by Mary Ann Floyd and includes initiation of the process by a sponsoring agency (i.e., chamber of commerce) by raising funds to support the effort and appointing a formation committee. The formation committee is charged with defining the community's boundaries, developing a charter, and bylaws for the proposed town council and appointing an election committee. The election committee is responsible for taking all steps necessary to conduct an election so that the community can vote on the formation of the town council and the election of council members. | A MAC is formed pursuant to a resolution adopted by the Board of Supervisors of the county in which the unincorporated community is located. The resolution may provide that the actual formation is either (1) completed as a result of the resolution adoption; or (2) may specify that an election will be conducted by the County in the affected community so that the registered voters of the community may decide whether the MAC shall be formed. |

| COMPARISON OF TOWN COUNCILS AND MUNICIPAL ADVISORY COUNCILS | | |
|---|--|--|
| Categories | Town Council | Municipal Advisory Council |
| IV. Defining Community Boundaries | <p>The publication <u>Rural Town Councils: A Guide and Handbook</u> recommends that the formation committee be responsible for defining the boundaries of the unincorporated community for which the town council is proposed. Public input is a requirement of the defining process. The boundaries are used for purposes of defining who shall vote on the formation and election of council members, and serve as the sphere of influence for community issues that the town council will represent the community on.</p> | <p>The Board of Supervisors is responsible for defining the boundaries of the unincorporated community for which a MAC is formed or proposed to be formed subject to approval of the voters within the community. The Board's definition would be done at a public hearing and, therefore, would be subject to public input. The boundaries serve as the sphere of influence for issues the MAC will represent the community on.</p> |

| COMPARISON OF TOWN COUNCILS AND MUNICIPAL ADVISORY COUNCILS | | |
|---|---|---|
| Categories | Town Council | Municipal Advisory Council |
| V. Qualification and Selection of Council Members | <p>Mary Ann Floyd's guide recommends that town council members be elected by registered voters of the community initially at the formation election and thereafter at periodic elections held for that purpose. The Guide also recommends that the community adhere to the spirit and intent of the California Election Code and the Fair Political Practices Act.</p> <p>Ms. Floyd also recommends that only persons registered to vote in the community be permitted to run for a position on the town council.</p> | <p>The qualification, number, and method of selection of members of a MAC is determined by the Board of Supervisors. The State law provisions allow that the members may be either elected, appointed or a combination thereof. The combination was utilized by the Los Angeles Board of Supervisors in the establishment of the Diamond Bar Municipal Advisory Council in 1976. The Diamond Bar MAC had four elected members and one member appointed by the Board of Supervisors all of whom had to be registered voters of the Diamond Bar community.</p> <p>Because a MAC is enabled by State law and created by the County Board of Supervisors, any elections held for MAC purposes are subject to the California Elections Code. Elected and appointed MAC members would be subject to the Fair Political Practices Act as well as the Ralph M. Brown Opening Meetings Act and other State statutes that regulate the individual and collective affairs of public officials. County Counsel's input has not specifically been requested in this regard, however.</p> |

| COMPARISON OF TOWN COUNCILS AND MUNICIPAL ADVISORY COUNCILS | | |
|---|--|---|
| Categories | Town Council | Municipal Advisory Council |
| VI. Areas of Responsibility | <p>The purpose or areas of responsibility for a town council should be enumerated in the council's charter. The examples provided in Ms. Floyd's handbook indicate that most town council charters provide a fairly general definition of council duties including the following:</p> <ul style="list-style-type: none"> - Provide, through town hall meetings, a forum for residents, community organizations, and private interests to raise and discuss issues of concern. Issues may include public or private proposals, programs, services or facilities affecting the community or its residents. - Serve as a unified, representative voice for the community before local, state or federal governmental agencies. - Provide a forum for review and response to any public or private proposal that may affect the community. - Engage in activities that promote the health and well being of the community. | <p>The State statute provides general direction regarding the types of responsibilities undertaken by a MAC. These include providing input on "services which are or may be provided to the area by the county or other local governmental agencies, including but not limited to advice of matters concerning public health, safety, welfare, public works and planning." The specific powers of the MAC, however, are specified by the Board of Supervisors in the establishing resolution.</p> |

| COMPARISON OF TOWN COUNCILS AND MUNICIPAL ADVISORY COUNCILS | | |
|---|--|---|
| Categories | Town Council | Municipal Advisory Council |
| VII. Role - Advisory vs. Advocacy | <p>The role of the town council is specified in its charter. However, since a town council is solely organized by a local community without any restriction or limitation imposed by state or local law or regulation, the town council role is primarily to advocate for the needs, wants, and positions of the community. A town council is not limited to providing recommendations or advice to any particular public agency.</p> | <p>The role of a MAC is determined by the Board of Supervisors in the resolution establishing the council. Pursuant to the State statute authorizing MACs, the Board of Supervisors may limit the MAC's role to providing advice to the Board of Supervisors on the areas of interest designated by the Board in the resolution establishing the MAC, or may extend the MAC role to representing the community to "any state, county, city, special district or school district, agency or commission, or any other organization on any matter concerning the community."</p> |
| VIII. Funding | <p>A town council is solely responsible for raising funds to support its activities. While nothing defines appropriate funding sources, it is assumed that any legitimate funding source including contributions by community citizens, businesses and organizations as well as government and foundation grants and funds could be sought by the town council. Many town council's also sponsor community events as a means of raising funds.</p> | <p>At its discretion, the Board of Supervisors may provide county funds for the necessary expenses of a MAC, including travel, lodging, and meals while on official business. County funding is not required, however, and in the case of the Diamond Bar MAC, the Board specifically stated in the resolution of establishment that the MAC was responsible for providing its own operating funds.</p> |
| IX. Liability and Immunity | <p>A recent State law change has extended public agency tort immunity to locally elected town councils. The law is operative until January 1, 2000 when it is automatically repealed.</p> | <p>A MAC is considered a public agency and its members public officials by virtue of the fact that a State statute enables the formation of the MACs and the actual formation is by action of a county board of supervisors. Therefore, a MAC and its members are covered by public agency tort immunity for acts and omissions.</p> |

| COMPARISON OF TOWN COUNCILS AND MUNICIPAL ADVISORY COUNCILS | | |
|---|---|--|
| Categories | Town Council | Municipal Advisory Council |
| X. Opportunities and Constraints | <p>Opportunities:</p> <ol style="list-style-type: none"> 1. The formation is a solely community decision and as such is evidence of the community's unique identity and commitment to retaining that identity. 2. The town council is beholden only to the residents of the community. Its only limitations are those placed upon it by the community. 3. The town council may be a strong advocate for the community and is not subject to any limitations on its role imposed by a government agency. <p>Constraints:</p> <ol style="list-style-type: none"> 1. The town council does not have the clout that may come from being an adjunct to county government. This may be a particular constraint when dealing with county departments and offices. 2. May not be suitable for official designation as the advisory group for a county service area, community services district or other public agency established to provide specific services and facilities to the community. | <p>Opportunities:</p> <ol style="list-style-type: none"> 1. As a result of being enabled by State statute and established by official action of a county board of supervisors, a MAC and its members are considered public officials. 2. Any elections held to form a MAC and/or elect its members are administered by the County Registrar of Voters in strict adherence to the California Elections Code and the Fair Political Practices Act. This provides a clear legitimacy to the electoral process. 3. A MAC is subject to the Ralph M. Brown Opening Meeting Act and other State and county statutes governing the affairs of a public agency which ensures accountability to the public. 4. The MAC may be designated as the advisory group for a county service area, may serve as the board of directors of community services district, or may be designated as the responsible agency for advising the Board on planning/land use or other public activities within the community they represent. |

