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August 19, 2016

To: Supervisor Hilda L. Solis, Chair
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Supervisor Don Knabe
Supervisor Michael D. Antonovich

From: Sachi A. Hamai
Chief Executive Officer

**2015-16 ASSESSMENT OF COUNTY COMMISSIONS**

As directed by the Board of Supervisors, and as a follow up to the July 2015 County Governance Report, the Chief Executive Office retained Arroyo Associates, Inc. (Consultant) to conduct an assessment of County commissions, relative to the County's 2015 governance structure.

Attached is the final report, including a matrix summarizing the Consultant's 21 recommendations (Exhibit A). The Executive Office of the Board has lead responsibility for implementing most of the recommendations. Accordingly, Lori Glasgow, Executive Officer of the Board, and the Consultant met with each of you to discuss preliminary findings and recommendations, and obtained your feedback for incorporation into this final report.

If you have any questions, please contact Lori Glasgow at (213) 974-1401, or at lglasgow@bos.lacounty.gov.

SAH:JJ
LG:LR:ib

Attachments

c: Executive Office, Board of Supervisors

# County of Los Angeles
# Commissions Assessment

FINAL REPORT

August 17, 2016

# Table of Contents


**Executive Summary** ..... 4
- Citizen Role in the Governance of Los Angeles County ..... 4
- Purpose of the Commission Assessment ..... 5
- Summary of Recommendations ..... 5

**I. Introduction** ..... 7
- Background ..... 7
- Goal and Objectives ..... 7
- Research and Methodologies ..... 8
- Recommendations to Develop Effective Commissions ..... 9

**II. Commission Purpose and Composition** ..... 11
- Citizen Participation in County Government ..... 11
- Understanding the Role of Commissions in the County ..... 12

**III. Organizational Structure for Citizen Advisory Commissions** ..... 21
- Citizen Advisory Commissions ..... 21
- Current Organizational Structure ..... 21
- Proposed Organization with Citizen Advisory Commissions ..... 24
- Responsibilities for Citizen Advisory Commissions ..... 25

**IV. Policies, Processes and Procedures** ..... 30
- Recommendations from interviews and surveys for improving Commissions' Effectiveness ..... 30
- Review Process ..... 33

**V. Commission Assessments** ..... 35
- A. Summary of Findings and Recommendations ..... 35
- B. Assessment of Individual Commissions ..... 39
  - ALCOHOL AND OTHER DRUGS, COMMISSION ON ..... 39
  - ARBORETA AND BOTANIC GARDENS, BOARD OF GOVERNORS OF THE COUNTY ..... 40
  - ARTS COMMISSION, LOS ANGELES COUNTY ..... 42
  - AVIATION COMMISSION ..... 43
  - BEACH COMMISSION, LOS ANGELES COUNTY ..... 44
  - BUSINESS LICENSE COMMISSION ..... 45
  - CHILDREN AND FAMILIES, COMMISSION FOR ..... 46
  - CITIZENS' ECONOMY AND EFFICIENCY COMMISSION, LOS ANGELES COUNTY ..... 48
  - CONSUMER AFFAIRS ADVISORY COMMISSION ..... 49
  - DISABILITIES, LOS ANGELES COUNTY COMMISSION ON ..... 50
  - FISH AND WILDLIFE COMMISSION ..... 53
  - HISTORICAL LANDMARKS AND RECORDS COMMISSION, LOS ANGELES COUNTY ..... 54
  - HIV, COMMISSION ON ..... 55
  - HOSPITAL AND HEALTH CARE DELIVERY COMMISSION ..... 56

HOUSING COMMISSION, LOS ANGELES COUNTY ..... 58
HUMAN RELATIONS, COMMISSION ON ..... 59
INFORMATION SYSTEMS COMMISSION ..... 60
INSURANCE, LOS ANGELES COUNTY COMMISSION ON ..... 61
LIBRARY COMMISSION ..... 62
MENTAL HEALTH COMMISSION, LOS ANGELES COUNTY ..... 63
MUSEUM OF NATURAL HISTORY, BOARD OF GOVERNORS, DEPARTMENT OF ..... 65
NATIVE AMERICAN INDIAN COMMISSION, LOS ANGELES CITY-COUNTY ..... 66
OLDER ADULTS, LOS ANGELES COUNTY COMMISSION ON (LACCOA) ..... 67
PARKS AND RECREATION COMMISSION ..... 69
PROBATION COMMISSION ..... 70
PUBLIC HEALTH COMMISSION ..... 71
PUBLIC SOCIAL SERVICES, COMMISSION ON ..... 72
QUALITY AND PRODUCTIVITY COMMISSION ..... 74
REAL ESTATE MANAGEMENT COMMISSION ..... 75
REGIONAL PLANNING COMMISSION ..... 76
SMALL BUSINESS COMMISSION, LOS ANGELES COUNTY ..... 77
SMALL CRAFT HARBOR COMMISSION ..... 78
SMALL CRAFT HARBOR DESIGN CONTROL BOARD ..... 79
SYBIL BRAND COMMISSION FOR INSTITUTIONAL INSPECTIONS ..... 80
VETERAN'S ADVISORY COMMISSION, LOS ANGELES COUNTY ..... 82
WOMEN, COMMISSION FOR ..... 83
**C. Additional Commission Information ..... 84**

**VI. Developing A Citizen Advisory Commission Policy ..... 85**

## Exhibit

Exhibit A. Summary of Recommendations (Included after Executive Summary)

## Appendices

Appendix A. Stakeholder Interview List

Appendix B. Commissioner Survey

Appendix C. List of Commissions Survey Responses

Appendix D. Sample Handbook (Consumer Affairs Advisory Commission: Table of Contents)

# Exhibit A
## County of Los Angeles
## Commission Assessment Review
### *Summary of Recommendations*
Updated August 15, 2016

| # | Recommendation | Page | Assigned Responsibility | Anticipated Costs and Benefits |
|---|---|---|---|---|
| 1 | Organize the County's lists of commissions into seven distinct categorical roles. | 12 | Executive Office, Commission Services Division | **Cost:** Staff time to sort commissions in County Commission Book and website.<br>**Benefit:** Ease of use for easy reference for County and public to identify and understand commission roles. |
| 2 | Designate staff to regularly update the Commission Book and the online Commission Fact Sheets. | 19 | Executive Office, Commission Services Division | **Cost:** Staff time to ensure that commission lists are up to date.<br>**Benefit:** Improved management and oversight of County commissions, boards, and committees. |
| 3 | Update commission information on the County website. | 19 | Executive Office, Commission Services Division and Chief Information Office | **Cost:** Staff time to ensure that commission information is up to date.<br>**Benefit:** Ease of use for easy reference for County and public to identify and understand commission roles. |
| 4 | Develop an administrative manual for each commission. | 20 | Executive Director or staff liaison of each commission | **Cost:** Staff time to gather information about their commission and write an administrative manual/handbook.<br>**Benefit:** Tool to orient new commissioners and to remind existing commissioners of commission's purpose. |
| 5 | Consider an Executive Director or staff liaison to provide leadership to each of the citizen advisory commissions. | 23 | Board of Supervisors, CEO, and Departments | **Cost:** Additional analysis of costs and personnel changes by the Executive Office, Departments, and CEO.<br>**Benefit:** Commissions will have staff to provide support to develop improved effectiveness. |
| 6 | Provide management oversight to the commissions via the Executive Office of the Board, Commission Services Division. | 24 | Executive Office, Commission Services Division and Board of Supervisors | **Cost:** Reorganization of the Executive Office's Commission Services Division.<br>**Benefit:** Improved management and oversight of commissions allowing for effective commissions. |

Exhibit A

| # | Recommendation | Page | Assigned Responsibility | Anticipated Costs and Benefits |
|---|---|---|---|---|
| 7 | Review staffing levels of commissions. | 30 | Executive Office, Commission Services Division; CEO; and Audit Committee | **Cost:** Staff time to review commissions. **Benefit:** Commissions will be able to provide adequate support for effective commissions. |
| 8 | Remove chronically absent commissioners. | 31 | Executive Director/staff liaison; Executive Office, Commission Services Division; and appointing Supervisor Office | **Cost:** Staff time to review attendance lists and vet new commissioners. **Benefit:** Commissions will be able to function with full membership. |
| 9 | Utilize the term limits as described in the County Code for each commission. | 31 | Executive Director/staff liaison; Executive Office, Commission Services Division; and appointing Supervisor Office | **Cost:** Staff time to vet new commissioners. **Benefit:** Commissions will be able to function with full membership. |
| 10 | Encourage Board Deputies to meet with their appointed commissioners annually, at a minimum. | 32 | Board of Supervisors | **Cost:** Staff time to coordinate and attend meeting. **Benefit:** Encourage communication with citizen commissioners. |
| 11 | Encourage Board Deputies to attend one meeting of each of their commissions annually, at a minimum. | 32 | Board of Supervisors | **Cost:** Staff time to attend meetings. **Benefit:** Connection with citizen advisory commission – demonstrates openness to commission recommendations and advice. |
| 12 | Require each commission to provide an annual report of its activities and recommendations to the Board. | 32 | Executive Director/staff liaison and Commission | **Cost:** Staff time to prepare annual report. Commission meeting to approve report. **Benefit:** Communication of advice and recommendations to Board. Accountability of County resources allocated for commission. |
| 13 | Establish a sunset review date as an actual sunset date unless determined to be necessary to continue. | 33 | Executive Office, Commission Services Division; Board of Supervisors; Executive Directors/staff liaisons | **Cost:** No additional costs. **Benefit:** Sunset of commissions with outdated goals, savings on cost of current sunset review date process. |
| 14 | Develop a periodic review process for all citizen advisory commissions. | 34 | Executive Office, Commission Services Division; Executive Directors/staff liaisons; and Audit Committee | **Cost:** Staff time to develop appropriate process. **Benefit:** Commissions will self-evaluate to eliminate inefficiencies. |
| 15 | Merge the Beach Commission with the Small Craft Harbor Commission. | 35 | Board of Supervisors, Department of Beaches and Harbors, and County Counsel | **Cost:** Staff time to develop policy for merger. **Benefit:** Eliminate staff time to staff two meetings, one which did not provide much benefit to the County. |

Exhibit A

| # | Recommendation | Page | Assigned Responsibility | Anticipated Costs and Benefits |
|---|---|---|---|---|
| 16 | Merge the Insurance Commission into the Consumer Affairs Advisory Commission. | 36 | Board of Supervisors; Executive Office, Commission Services Division; Department of Consumer and Business Affairs; and County Counsel | **Cost:** Staff time to develop policy for merger. **Benefit:** Eliminate cost of not very effective commission. |
| 17 | Sunset three (3) commissions including the Board of Governors of the County Arboreta and Botanic Gardens, Information Systems Commission, and the Sybil Brand Commission for Institutional Inspections. | 36 | Executive Office, Commission Services Division; Departments; Audit Committee; Board of Supervisors; and County Counsel | **Cost:** Staff time to review and make recommendations. **Benefit:** Improve commission effectiveness, cost savings for sunset commissions. |
| 18 | Review the missions, memberships, meetings, and staffing of the eight (8) commissions that are not currently meeting their intended missions including the Business License Commission, Commission for Children and Families, Los Angeles City-County Native American Indian Commission, Parks and Recreation Commission, Probation Commission, Real Estate Commission, Small Craft Harbor Design Control Board, and Commission for Women. | 37 | Executive Office, Commission Services Division; Departments; Audit Committee; Board of Supervisors; and County Counsel | **Cost:** Staff time to review and make recommendations. **Benefit:** Improve commission effectiveness. |
| 19 | Review composition and number of commissioners for six (6) commissions including the Commission on HIV, Hospitals and Health Care Delivery Commission, Commission on Housing, Los Angeles Commission on Older Adults, Commission on Public Social Services, and the Small Business Commission. | 37 | Executive Office, Commission Services Division; Departments; Audit Committee; and Board of Supervisors | **Cost:** Staff time to review and make recommendations. **Benefit:** Develop more effective commissions. |
| 20 | Review Administrative Appeals Boards that have not been utilized for possibility of disbanding. | 85 | Executive Office, Commission Services Division; Departments; Audit Committee; and Board of Supervisors | **Cost:** Staff time to review and make recommendations. **Benefit:** Less required commission appointments to maintain. |
| 21 | Develop a policy that defines the role of citizen advisory commissions. | 86 | Board of Supervisors; Executive Office; CEO; and County Counsel | **Cost:** Staff time to develop policy. **Benefit:** Provides guidance to the organization of future citizen advisory commissions as well as the ability for the commissions to provide oversight and improve efficiencies in Departments. |

## Citizen Role in the Governance of Los Angeles County

Governing the County of Los Angeles ("County") of 10 million residents is a five-member elected Los Angeles County Board of Supervisors ("Board"). More than 1 million of the 10 million County residents live in unincorporated areas, whose municipal services are provided by the County. The other 9 million live in 88 cities, located throughout a 4,084-square-mile area. It is a diverse County, with more than 140 cultures represented and as many as 224 languages. The County recently unveiled a $28.5 Billion budget for 2016-17 which will provide funding for a wide range of reforms and services.

In Los Angeles County, the Board has long established citizen advisory commissions to encourage public participation. The use of citizen advisory bodies is the most common formalized structure for organizing community involvement in local government in the United States[1] by assisting in the governance and policy making, conducting analysis on technical issues, and providing volunteer expertise to the Board.[2] It can also be used to gauge public interest and/or gain public support for politically sensitive issues.

Today, the County Commission/ Committee Fact Sheets and Membership Roster ("Commission Book") lists 172 commissions, committees, task forces, and special district agency boards. A majority of these 172 bodies do not have citizen participants or Board appointments. Of the 172 bodies, 135 do not serve in advisory roles to the Board, instead they function as administrative services for the County (such as appeals boards), administer particular County funds, are joint committees/partnerships with other agencies and jurisdictions, are Joint Powers Authorities or Public Benefit Corporations in which the County is a member, or are Special Districts within the County. While there may seem to be a large number of bodies providing input into the governance of the 10 million County

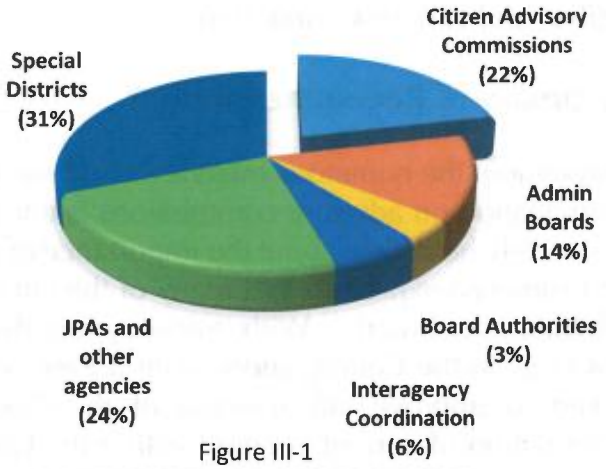


Figure III-1
Categories of the County's Commissions

[1] Lynn, F.M. & Kartez, J.D. (1995). The redemption of citizen advisory committees: A perspective from critical theory. In O. Renn, T. Webler & P. Wimann (Eds.), *Fairness and competence in citizen participation: Evaluating models for environmental discourse* (pp. 87-102). Boston, MA: Kleuwer Publishing.

[2] International City/County Management Association. (1994). Citizen Advisory Boards and Committees, Chapter 3 in *Elected Officials Handbooks: Handbook 2 Building a Policy-Making Team*, 4th edition, Washington, D.C.

residents, only 37 (or 22%) of these are citizen advisory commissions. The 37 commissions utilize 406 appointed private citizens to provide advice and recommendations on specific policies and services to the Board and County Departments.

## Purpose of the Commission Assessment

The Board recently adopted the July 2015 County Governance Report, repealing the 2007 interim governance structure. In doing so, it re-established the Board's traditional authority over departments, and provided the Board with greater opportunities for policy discussions and departmental collaboration. As part of the Board's adoption of the new County governance structure, an assessment was requested of the function of County commissions as it pertains to the new structure.

Arroyo Associates, Inc. was rehired as the consultant to conduct an assessment of County commissions. Its first Commissions Review was conducted in 2008. During the course of the 2016 assessment we conducted several interviews with each Board office, County Departments that work with commissions, and Executive Directors of commissions. We also conducted an online and mailed survey of appointed commissioners. In addition, we reviewed Commission Fact Sheets, California State Code, Los Angeles County Code, websites, and meeting agendas and minutes, and other information sent to us from the Executive Office of the Board's Commission Services Division, the Auditor-Controller's Office, and various County staff.

## Summary of Recommendations

Throughout the numerous interviews and surveys, there was general consensus that citizen participation on advisory commissions is a vital part of the County's governance. Despite this widely held view about the importance of commissions, a majority of those interviewed and surveyed expressed that many of the citizen advisory commissions were ineffective in advising the Board. With transitioning Board members, newly appointed Executive positions in the County, along with a new governance structure, many have expressed a desire to improve effectiveness of the County's citizen advisory commissions. The culmination of current changes within the County's leadership creates an opportune time to revamp the County's long standing commissions, each with its own policy. Developing a new citizen advisory commissions policy for the County can be used to guide the current commissions and as well as the formation of any new commissions.

In this report, we suggest 21 recommendations to improve the effectiveness of commissions, however, our primary recommendation to the County is that the Board work with the Chief Executive Office, the Executive Office of the Board, and County Counsel to develop a policy to clarify the intended role for citizen advisory commissions in the County. Most County commissions and committees with citizen appointments have been codified into County Code, charging the commissions with providing recommendations to the Board and/or Departments without specifying the type of review and recommendations expected from

the commissions. Throughout our interviews and surveys, it was unclear to both the staff of the commissions and the commissioners as to the type of recommendations and communications that were expected from the commissions. The County Code also does not specify the types of County resources that would be allocated to the commissions, thereby leading to several under-resourced commissions that have strayed from their intended purpose. Despite the lack of clarity over the purpose and goals of many of the commissions, we found many commissioners who were passionate about utilizing their role as commissioners to make a difference for the County. Developing a policy definition for citizen advisory commissions would give the Board, the County Departments, and the commissions a better understanding of its role and responsibility to the County.

Below is a summary of a framework for policy definition discussions. The chart represents various options for developing a policy definition. An in-depth discussion for developing a policy definition along with specific recommendations is included in Chapter VI. The list of recommendations included in the full report is summarized in Exhibit A.

**Framework for Defining the County's Citizen Advisory Commissions**

| I. Type of Advice | II. Staffing and Organization | III. Reporting and Communication |
|---|---|---|
| Quasi-judicial/Policy and fiscal oversight | Executive Director/ centrally organized by Executive Office of the Board | Deputies regularly participate and attend meetings |
| Planning efforts | Staff Liaison/designate reporting to various Departments | Executive Director or staff liaison regularly reports to Board offices |
| New programs | Commission Services Division/Departmental support staff | Commissions provide annual reports |

Table VI-1
Options for definitions of the County's Citizen Advisory Commissions

## Background

The County of Los Angeles ("County" or "Los Angeles") is unique due to its large size and region covered. It is home to the largest population of any county in the nation, exceeded by only eight states. More than one million of the 10 million County residents live in unincorporated areas, whose municipal services are provided by the County. The other nine million live in 88 cities, located throughout a 4,084-square-mile area. It is a diverse County, with more than 140 cultures represented and as many as 224 languages spoken.

The County is governed by the five-member Los Angeles County Board of Supervisors ("Board") who are elected by the County's voters. Since the beginning of the formation of the County, the Board of Supervisors has formed citizen advisory commissions, boards, and committees to assist in governance and policy making. Today, the County Commission/Committee Fact Sheets and Membership Roster ("Commission Book") lists 172 commissions, committees, task forces, and special district agency boards. These bodies have been created by State or Federal law, County ordinance, or by action of the Board. The Board relies on some of these groups to advise them on a wide range of issues affecting their constituencies and to ensure the Board is responsive to community needs.

On July 7, 2015, the Board adopted the July 2015 County Governance Report, and repealed the 2007 interim governance structure. In doing so, it re-established the Board's traditional authority over departments, and provided the Board with greater opportunities for policy discussions and departmental collaboration. As part of the Board's adoption of the new County governance structure, the Board requested an assessment of the function of County commissions as it pertains to the new structure.

Arroyo Associates, Inc. previously conducted a County of Los Angeles Commissions, Committee and Board/Authority Review in 2008 when the County governance structure was reorganized with a County Chief Executive Office. The purpose of the 2008 report was to evaluate the commissions to determine if there was any redundancy or overlap among the commissions; whether any commissions should be merged or disbanded; whether any changes should be made to commission membership and/or compensation; and the adequacy of the current commission "sunset" review process. The report provided a review and 28 recommendations for County commissions. As a result of the 2008 report, 12 commissions were eliminated from the Commission Book and two pairs of commissions with similar missions were merged.

## Goal and Objectives

The Board requested a current assessment of the role of the County commissions as it relates to the newly adopted July 2015 governance structure. In particular, Arroyo Associates, Inc.

was to assess the current commissions and determine whether any changes should be made to align the commission structure with the new County governance structure as contained in the July 2015 County Governance Report. The focus of this assessment was to provide an evaluation and recommendations for the role of the commissions in the overall governance of the County.

The objectives of the current assessment were to:

- Review the overall current condition of the County's commissions and structure of those commissions.
- Evaluate and make recommendations for the improvement of the County commissions including:
  - ✓ The definition, role, and purpose of each of the commissions.
  - ✓ The size of the commission and terms of service of each commissioner.
  - ✓ The application process, including the qualifications and criteria for the appointment of commissioners.
  - ✓ The effectiveness and role of the commissions to the Board and County departments as well as make recommendations for the organization, operation and/or structure of the commissions.
  - ✓ The effectiveness of the commissions' abilities to provide support to the Board and County departments in their mission and policies.
  - ✓ The effectiveness of the commissions to provide support on ad hoc initiatives that address emergent Board priorities and critical issues.

## Research and Methodologies

Our assessment used several methodologies that complemented one another and served to support findings and recommendations.

- **Review of prior documentation.** We reviewed previous County reports and Board reports on commissions, including the November 12, 2008 Los Angeles County Commissions Review Report; various CEO letters and subsequent Board actions regarding Los Angeles County Advisory bodies to determine the actions and recommendations adopted by the Board subsequent to the November 12, 2008 Commissions Report; and the March 7, 1994 A Model Mechanism to Evaluate the Performance and Objectives of Los Angeles County Commissions, Committees and Task Forces Report prepared by the Citizens Economy & Efficiency Commission.
- **Review of existing Los Angeles County documentation**. We reviewed available information about commissions collected from the Commission Services Division in the Executive Office of the Board as well as from various County Departments. We also reviewed material available online including the Commission Fact Sheets, Los

Angeles County Code, the State of California Code, Agendas and Minutes (when available), and commission websites (when available).

- **Conducted Interviews.** We interviewed 80 individuals in person and by phone including Board Deputies (15), Department Directors (4), Chief/Deputy Directors (18), Executive Directors of commissions (11), and other Departmental managers and staff (32). A list of the interviews is included in Appendix A.

- **Surveys of Commissioners.** We sent 350 survey requests which included 260 individual emails with a link to an online survey utilizing Survey Monkey to commissioners with email addresses by Board Office appointees and mailed 90 hard copies of surveys to those without email contact information. We received 107 online survey responses and 17 hard copy responses for a 34% response rate. The survey instrument is included in Appendix B with a list of survey responses in Appendix C.

- **Comparative Analysis.** We conducted a literature review on the role of Advisory Committees with best practices for governance. We also reviewed other County commission structures in California including the City/County of San Francisco, Orange County, San Diego County, and Ventura County.

- **Interview of Board of Supervisors.** After we completed the initial findings, we discussed the findings with each of the Board members to solicit their opinions about the current and future role of commissions in the County.

## Recommendations to Develop Effective Commissions

Overall, this assessment found that there is a wide range of effectiveness among commissions in meeting their intended goals and objectives. Since the formation of the County in 1850, many more commissions, boards, and committees have been added. A few commissions that had not been meeting have been eliminated or sunset as recommended in the 2008 Commissions Review Report. However, with 172 commissions, boards, and committees currently listed in the County Commission Book with the Executive Office of the Board, there is general confusion over the purpose of these bodies, many which utilize County and citizen resources, but do not provide meaningful input into the County governance. Many of the bodies are meeting and developing their own agendas separate from the Board's priorities with varying degrees of effectiveness and results.

In discussing the 2016 Commissions Assessment with the Board offices, we asked about the commissions the Board offices found to be most effective. While there were a handful of commissions the Board offices agreed were effective, some received mixed reviews of effectiveness. The primary reasons for effectiveness of the identified commissions typically included the ability of the commission to provide useful information to the Board and effective communication.

The findings and recommendations are included in the following chapters. The primary goal of this report was to address the role of the citizen advisory commissions as it relates to the governance of the County. We found the current role to be unclear to all parties involved. More clearly defined roles and expectations of effectiveness are needed. The recommendations contained in the report are focused on maximizing the effectiveness of the commissions and value placed on citizen participation in County governance.

## Citizen Participation in County Government

One of the most traditional venues for structuring citizen participation in local governance is in citizen advisory bodies[3]. Local, State and Federal regulations ensure that citizen participation plays a role in local governance. Since the formation of the County, the Board has encouraged citizen involvement. Many new commissions have been added to the County throughout the decades. Los Angeles County has the largest number of commissions listed of all of the counties in the State of California, listing 172 commissions, boards, and committees.

However, not all commissions function equally. Many of the 172 commissions, boards, and committees listed are not under the Board's authority. Some have Board appointments of citizens, while many do not. Some commissions have budgets for an Executive Director, several support staff, and some commissioners receive a range of stipends from $10 to $150 per meeting. Other commissions do not appear on a Departmental budget, however, the Executive Office of the Board or Department staff are expected to provide them with adequate leadership and support. In addition, many commissioners are also expected to volunteer their time and expertise without a stipend. There is often no reason for the differentiation in the lack of funding for some of the commissions, other than the regulations established at the time the commission was formed.

The roles that the commissions have in the governance of the County of Los Angeles varies greatly from delegated authority (for some Appeals Boards) to representation[4]. A closer look at the commissions themselves as well as in surveying commissioners and interviewing County staff, reveals varying levels of participation of commissioners. Among the Board, Departments, Commission Executive Directors, and commissioners themselves, there are varying degrees of expected participation of the commissions in influencing County governance. The interviews and survey participants who mentioned that there was a lack of effectiveness with their commissions expressed that their commission has little or no impact on the County governance.

In order to understand the role of commissions in the County, we have delineated the list of 172 County commissions, committees, and boards into various categories. Some of these categories currently exist with the County, such as the category of Special Districts and Joint Powers Authorities. Additional categories provide for a clearer understanding that different commissions have different roles in County governance.

[3] Rebori, Marlene K. (2011) Citizen advisory boards and their influence on local decision-makers, *Community Development*, 42:1, 84-96.

[4] Arnstein, Sherry R. (1969) A Ladder Of Citizen Participation, *Journal of the American Institute of Planners*, 35:4, 216-224.

## Understanding the Role of Commissions in the County

The County of Los Angeles' Commission Book lists 172 advisory boards, commissions, and committees. On the County's Commission Services website (http://bos.lacounty.gov /Services/Commission-Services/Membership-Roster), the commissions are listed without categories. The County divides the commissions into five sections on a Commission Book that it uses as an internal document, however, some of the categories are not meaningful in differentiating the various types of advisory bodies that operate within the County. Establishing a categorization system for government advisory bodies based on their legal mandates, objectives, compositions, and administrative roles would help facilitate the implementation of an effective oversight and evaluation system for these types of entities. In addition, employing an updated classification system for all advisory bodies would aid the County in developing and implementing targeted and uniform regulations and performance guidelines for particular classes of advisory entities.

FINDING #1: *There is not a clear understanding of the different roles and purposes of categorizations of the commissions, boards, and committees.*

Currently, the County of Los Angeles does not employ a system to sort advisory bodies into groups based on their mandates and specific functions. This lack of a categorization system limits the County's ability to efficiently implement administrative, operational, and/or regulatory changes to advisory bodies that share similar objectives, characteristics, or functions. In addition, the absence of a classification system makes it difficult for the County to identify which governmental entity should be tasked with overseeing and/or providing administrative support for particular types of advisory bodies. Therefore, this report recommends that the County develop a useful classification system for its advisory boards.

RECOMMENDATION #1: *Organize the County's list of commissions into seven distinct categorical roles.*

We recommend utilizing a new system of commission categories for the County Commission Book as well as for posting of commission information online. Using an organized list of commissions by categories and subject title will enables a better understanding of the different roles that each commission should play within the County. To aid the County in the creation of a categorization system, this report has allocated the 172 commissions, committees and boards within the County into identified categories.

1. Citizen Advisory Commissions
2. Administrative Boards and Committees
3. Authorities of the County
4. Interagency Coordination Committees
5. Joint Powers Authorities and other agencies
6. Special Purpose Districts

7. Ad Hoc Committees and Task Forces

The following are general descriptions for each of these classes of advisory bodies.

***Citizen Advisory Commissions (37 commissions)***
Citizen advisory commissions are local, State, or Federally mandated bodies whose primary role is to provide feedback and recommendations to the Board and/or County Departments on proposed or existing policies, procedures, programs, and services. A majority of the membership of the commissions are appointments made by the Board of Supervisors. While many of these commissions are discretionary to the County's governance, the legal mandates dictate whether the commissions also serve in ancillary roles to help support government entities in the implementation and management of local, State, or Federal policies and programs. The commissions serve as important tools for community engagement and participation in the policy development and implementation process, and thus the commissions are typically composed of diverse and representative groups of citizens that possess knowledge, expertise, and other forms of human capital that enhance government.

The 37 Citizen Advisory Commissions include:

1. Alcohol and Other Drugs, Commission on
2. Arboreta and Botanic Gardens, Board of Governors, County
3. Arts Commission, Los Angeles County
4. Aviation Commission
5. Beach Commission, Los Angeles County
6. Business License Commission
7. Children and Families, Commission on
8. Citizen's Economy and Efficiency Commission, Los Angeles County
9. Consumer Affairs Advisory Commission
10. Disabilities, Los Angeles County Commission on
11. Emergency Medical Services Commission
12. Fish and Wildlife Commission
13. Historical Landmarks and Records Commission, Los Angeles County
14. HIV, Commission on
15. Hospitals and Health Care Delivery Commission
16. Housing Commission, Los Angeles County
17. Human Relations, Commission on
18. Information Systems Commission
19. Insurance, Los Angeles County Commission on
20. Library Commission
21. Mental Health Commission, Los Angeles County
22. Museum of Natural History, Board of Governors, Department of
23. Native American Indian Commission, Los Angeles City-County
24. Older Adults, Los Angeles County Commission for (LACCOA)
25. Parks and Recreation Commission

26. Probation Commission
27. Public Health Commission
28. Public Social Services, Commission for
29. Quality and Productivity Commission
30. Real Estate Management Commission
31. Regional Planning Commission
32. Small Business Commission, Los Angeles County
33. Small Craft Harbor Commission
34. Small Craft Harbor Design Control Board
35. Sybil Brand Commission for Institutional Inspections
36. Veterans Advisory Commission, Los Angeles County
37. Women, Commission for

***Administrative Boards and Committees (24 boards and committees)***

Administrative boards and committees are bodies tasked with providing essential administrative functions on behalf of or in conjunction with government entities. The functions these boards fulfill include: hearing appeals of government decisions and making determinations on those appeals (quasi-judicial functions); conducting reviews and investigations of public organizations; and managing funds on behalf of the County or County employees. These types of boards are typically composed of government officials and/or Board appointed private citizens that possess particular skill sets and expertise that will help them carry out their duties. Some of these administrative boards meet infrequently and are called upon only when needed.

The 24 Administrative Boards and Committees include:

1. Accessibility Appeals Board
2. Assessment Appeals Board
3. Audit Committee
4. Building Board of Appeals
5. Building Rehabilitation Appeals Board
6. Civil Grand Jury
7. Civil Service Commission
8. Claims Board, Los Angeles County
9. Community Action Board, Los Angeles County
10. Education, Los Angeles County Board of
11. Employee Relations Commission
12. Engineering Geology and Soils Review and Appeals Board
13. Examiners of Plumbers and Gas Fitters, Board of
14. First 5 LA (Los Angeles County Children and Families First – Proposition 10 Commission)
15. Highway Safety Commission, Los Angeles County
16. Horizon Plan Committee
17. Independent Citizens' Oversight Committee Prop E Service Tax
18. Investments, Board of

19. Labor Management Advisory Committee
20. Retirement, Board of
21. Savings Plan Committee
22. Solid Waste Facilities Hearing Board
23. Water Appeals Board
24. Workforce Development Board

***Authorities of the County (6 authorities)***

Authorities of the County are authorities or corporations under County control that make decisions about specific funds of the County. The membership of the authorities of the Board consist solely of the Board members, while corporations include other County executives.

The authorities and County corporations include:

1. Capital Assets Leasing Corporation, Los Angeles County
2. Industrial Development Authority Board of Directors
3. Housing Authority Board of Commissioners
4. Law Enforcement Public Safety Facilities Corporation, Los Angeles County
5. Public Works Financing Authority Board of Directors
6. Regional Financial Authority

***Interagency Coordination Committees (11 committees)***

Interagency coordination committees are entities that are concerned with the inter-organizational coordination of policies, regulations, services, and programs to better serve the needs of citizens in specific subject areas. These committees are typically composed of representatives of local government municipalities or local agencies that have a stake in the subject matter. Interagency coordination committees are distinct from JPAs and other agencies in that the committees are not autonomous entities with legal powers or resources to directly implement and deliver services. Accordingly, these committees function as councils where member organizations can collectively discuss and decide regional policies and programs that will be implemented at the local level by member organizations.

The 11 Interagency Coordination Committees include:

1. California Identification System Board (Cal-ID Board)
2. Child Care and Development, Policy Roundtable for
3. City Selection Committee
4. Contract Cities Liability Trust Fund Claims Board
5. Countywide Criminal Justice Coordination Committee (CCJCC)
6. Emergency Management Council
7. Inter-Agency Council on Child Abuse and Neglect (ICAN)
8. Local Agency Formation Commission (LAFCO)
9. Local Governmental Services, Los Angeles County Commission on
10. Solid Waste Management Committee/Integrated Waste Management Task Force
11. Street Naming Committee, Los Angeles County

***Joint Powers Authorities (JPAs) and other agencies (41 agencies)***
Joint Powers Authorities ("JPAs") and other agencies are comprised of a group of bodies that are primarily concerned with the direct delivery and management of government services, programs, and public infrastructure. Agencies and public authorities are semi-autonomous or wholly independent government entities that provide services and coordinate the efforts of government and non-profit organizations that work on similar issues. JPAs are stand-alone entities that deliver services and coordinate delivery efforts on behalf of several government entities that have entered into a joint agreement. JPAs possess distinct legal powers that allow them to exercise control over some of the operations of member entities to ensure service delivery alignment and efficiency. Other agencies in this category include public benefit corporations and public benefit non-profit organizations that are operationally and financially autonomous entities that deliver public services and/or finance, build, and manage public infrastructure projects. The membership compositions for these types of advisory entities vary widely and are dictated by their charters. For some of these agencies, the Supervisors either serve as members or appoint a representative.

The 41 Joint Powers Authorities and other agencies include:

1. Access Services Incorporated
2. Alameda Corridor East Construction Authority
3. Alameda Corridor Transportation Authority
4. Antelope Valley-East Kern Water Agency
5. Baldwin Hills Regional Conservation Authority
6. California State Association of Counties
7. Castaic Lake Water Agency
8. Civic Center Authority
9. Community Development Commission
10. Community Services Resource Corporation
11. Economic Development Corporation of LA County
12. Foothill Transit
13. High Desert Corridor JPA
14. LA Care Health Plan
15. Law Library Board of Trustees
16. Los Angeles County Courthouse Corporation
17. Los Angeles County Fair Association
18. Los Angeles County Housing Development Corporation
19. Los Angeles County Metropolitan Transportation Authority
20. Los Angeles County – MLK, Jr. General Hospital Authority Commission
21. Los Angeles Grand Avenue Authority
22. Los Angeles Homeless Services Authority
23. Los Angeles Memorial Coliseum Commission
24. Los Angeles Regional Crime Laboratory Facility Authority
25. Newhall Ranch High Country Recreation and Conservation Authority
26. North County Transportation Coalition
27. Parking Authority of the County of Los Angeles

28. Peninsula Transportation Authority
29. Personal Assistance Services Council
30. Puente Hills Landfill Native Habitat Preservation Authority
31. San Fernando Valley Council of Governments
32. Santa Monica Bay Restoration Authority
33. Santa Monica Mountains Conservancy Advisory Committee
34. Santa Monica Mountains Conservancy Board
35. South Coast Air Quality Management District
36. Southern California Association of Governments
37. Southern California Home Financing Authority
38. Southern California Regional Airport Authority
39. Southern California Water Committee
40. Sunshine Canyon Landfill Community Advisory Committee
41. Sunshine Canyon Landfill Local Enforcement Agency

***Special Districts (53 districts)***

Special districts are autonomous government entities that provide specialized functions for specific, clearly defined geographic areas. The governing boards for these organizations are normally composed of citizen stakeholders and government officials or representatives of local governments that are served by particular special districts.

The 53 Special Districts by 13 types includes:

1. Air Quality Management District (1 District)
   - ✓ Antelope Valley
2. Cemetery Districts (5 Districts)
   - ✓ Artesia
   - ✓ Downey
   - ✓ Lancaster
   - ✓ Little Lake
   - ✓ Wilmington
3. Community Service Districts (3 Districts)
   - ✓ Malibu Mesa
   - ✓ Pasadena Glen
   - ✓ Point Dume
4. Conservation Districts (2 Districts)
   - ✓ Antelope Valley Resource
   - ✓ Santa Monica Mountains
5. Geologic Hazard Abatement District (1 District)
   - ✓ Broad Beach
6. Health District (1 District)
   - ✓ Beach Cities
7. Hospital District (1 District)
   - ✓ Antelope Valley
8. Irrigation Districts (5 Districts)
   - ✓ Kinneola
   - ✓ La Canada
   - ✓ Littlerock Creek
   - ✓ Palm Ranch

- ✓ South Montebello

9. Library Districts (2 Districts)
   - ✓ Altadena
   - ✓ Palos Verdes
10. Recreation and Park Districts (3 Districts)
   - ✓ Miraleste
   - ✓ Ridgecrest
   - ✓ Westfield
11. Mosquito and Vector Control Districts (5 Districts)
   - ✓ Antelope Valley
   - ✓ Compton Creek
   - ✓ Greater Los Angeles County
   - ✓ San Gabriel Valley
   - ✓ West Los Angeles County
12. Municipal/County Water Districts (20 Districts)
   - ✓ Central Basin
   - ✓ Foothill
   - ✓ Golden Valley
   - ✓ La Habra Heights
   - ✓ La Puente Valley
   - ✓ Las Virgenes
   - ✓ Newhall
   - ✓ Orchard Dale
   - ✓ Palmdale
   - ✓ Pico
   - ✓ Quartz Hill
   - ✓ Rowland
   - ✓ San Gabriel Valley
   - ✓ Sativa-Los Angeles
   - ✓ Three Valleys
   - ✓ Upper San Gabriel Valley
   - ✓ Valley County
   - ✓ Walnut Valley
   - ✓ West Basin
   - ✓ West Valley
13. Water Replenishment District (1 District)
   - ✓ Southern California

***Ad Hoc Committees and Task Forces (currently none listed)***

Ad hoc committees and task forces are temporary, special purpose committees that are created by the Board and/or other government entities to tackle pressing or emergency County problems. These types of committees are typically composed of a mix of government and public stakeholder appointees that are experts in the issues that the committees are formed to address. Currently, the Ad Hoc Committees and Task Forces are not listed with the County's list of commissions. However, the Executive Office of the Board typically provides administrative staff support to these committees and therefore it should be included in the list of Commissions, despite its intended temporary nature.

Ad Hoc Committees and Task Forces currently serviced by the Executive Office of the Board include:

- ✓ Integration Advisory Board
- ✓ Interdepartmental Council on Homelessness

***Missing Committees and Councils***

Over the course of reviewing the interviews and existing documentation, there were County commissions and committees identified that have been omitted from the County's Commission Book and Fact Sheets. If the intention of the County's Commission Book is to keep track of all of the commissions, committees, and boards in the County, there should be some consistency in the ones that get listed as commissions and ones that are not listed.

FINDING #2: *There are some commissions, boards, and committees missing from the Commission Book and the online Commission Fact Sheets.*

The County's Commission Book and Fact Sheets should include all commissions, committees, boards, and JPAs in the County so that it can be used as a directory by the Board, County administrators, and the public. We recommend that all JPAs in the County should be included in the County's listing whether the agency is staffed by County employees and whether the County is a member of the agency.

The ones we found to be omitted, but are funded through the County include:

- ✓ Child Care Planning Committee – staffed by CEO
- ✓ Domestic Violence Council – staffed with an Executive Director
- ✓ Tobacco Securitization – JPA, staffed by Executive Office of the Board

RECOMMENDATION #2: *Designate staff to regularly update the Commission Book and the online Commission Fact Sheets.*

While some commissions are formed by Board initiative, other special districts and JPAs are formed at the State level, without the Board's direction. The County should keep up with new commissions, boards, and committees that are formed at any time in the County, whether the commission, board or committee is designated by Board actions or State legislation. Both the County Commission Book and online Fact Sheets should be constantly updated.

RECOMMENDATION #3: *Update commission information on the County website.*

Currently, the Commission Facts Sheets are not easy to navigate on the lacounty.gov website. It currently holds a seven-page list and is alphabetized by the commission's full name, some which start with "Commission on..." while others start with "Los Angeles County....," making the listing difficult to navigate without typing in a search.

JPAs and Special Districts should be listed under separate pages with working links to their websites. Currently, many of the links to other websites do not work. Since the County is not the primary agency for most of the JPAs and Special Districts, the County needs to rely on the other agencies to provide updated information, however, the County should be responsible for providing a working link to their information.

FINDING #3: *There is a lack of understanding of the intended mission for many of the commissions.*

From the surveys of commissioners and interviews of Department Deputy Directors and Board Deputies, we found that there was often a lack of understanding of the commission's stated mission, especially among commissions that do not have an Executive Director to provide guidance. One result of an unclear understanding of the mission is that commissioners do not participate because they do not feel their commission is valued by the County. On the flip side, some commissioners have overstepped their role by acting outside the commission's intended mission.

RECOMMENDATION #4: *Develop an administrative manual for each commission.*

New commissioners currently receive various levels of training and orientation about their commission from various Departments. The Executive Office of the Board provides a welcome packet to new commissioners staffed by the Executive Office. They also provide a New Commissioners Orientation workshop and a Brown Act Workshop to all County commissioners. The Department of Human Resources also provides an orientation and packet to new commissioners. During the course of our interviews, we were made aware of orientation material offered to commissioners by the Consumer Affairs Advisory Commission, Small Business Commission, and the Housing Commission. The material identifies the commissions' history, goals and objectives, and roles and responsibilities for the commissioners. The documents are useful to orient new as well as existing commissioners and recommend that an administrative manual be developed for each commission. A good example of an administrative manual from the Consumer Affairs Advisory Commission is included in Appendix D.

## Citizen Advisory Commissions

Categorizing the 172 County commissions, boards, and committees demonstrates the variety of roles that commissions, boards, and committees play in the County's governance, most of which do not involve the County's private citizens. This report will provide an assessment and recommendations for the citizen advisory commissions which are primarily comprised of citizen appointments. The commissions were set up to advise the County on a variety of subjects and are primarily formed at the discretion of the Board of Supervisors. These citizen advisory commissions should play a role in representing the public as part of the County's government. Commissioners can provide technical expertise, act as the eyes and ears of the public, and advise the Board in providing services to meet the needs of the 10 million County residents.

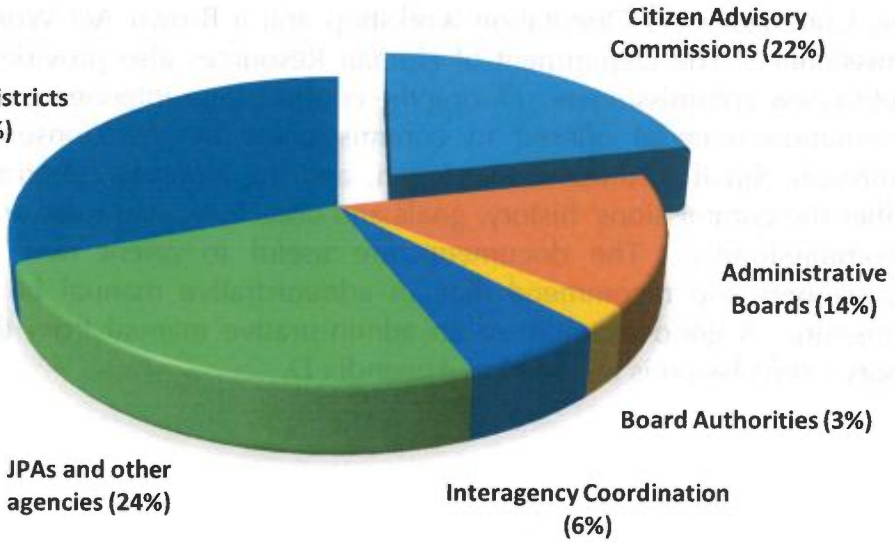


Figure III-1
Categories of the County's Commissions showing the Citizen Advisory Commissions

## Current Organizational Structure

The organizational structure for providing staff services for the 37 citizen advisory commissions vary across the County. Some commissions are supported by the Executive Office of the Board's Commission Services Division, Departments, and/or Executive Directors. The Executive Directors either report to the Executive Office or other County Departments. The current breakdown of responsibility is as follows:

| Executive Office of the Board | | Departments | |
|---|---|---|---|
| Staff | Executive Director | Staff | Executive Director |
| • Business License<br>• Disabilities<br>• Fish and Wildlife<br>• Historical Landmarks and Records<br>• Information Systems<br>• Insurance<br>• Sybil Brand<br>• Women | • Arts<br>• Children and Families<br>• Citizen's Economy and Efficiency<br>• HIV<br>• Quality and Productivity | • Alcohol and Other Drugs<br>• Arboreta and Botanic Gardens<br>• Aviation<br>• Beach<br>• Hospitals and Health Care Delivery<br>• Library<br>• Museum of Natural History<br>• Older Adults<br>• Parks and Recreation<br>• Probation<br>• Public Health<br>• Real Estate Management<br>• Regional Planning<br>• Small Craft Harbor<br>• Small Craft Harbor Design Control Board<br>• Veteran's Advisory | • Consumer Affairs Advisory<br>• Emergency Medical Services<br>• Housing<br>• Human Relations<br>• Mental Health<br>• Native American Indian<br>• Public Social Services<br>• Small Business |

Table III-1
Citizen advisory commissions organized by staffing responsibilities

Of the 37 citizen advisory commissions, 13 commissions have designated Executive Directors, with 5 of those Executive Directors reporting to the Executive Office of the Board and 8 of those Executive Directors reporting to Departments. The commissions staffed by the Executive Office of the Board are provided with staff to plan and coordinate all commission activities, meetings, hearings and special events. The agenda for the meetings are developed by the Chair of the commission. There are varying staffing levels given to commissions from Departments. Some Departments have designated senior level managers to staff the commission, while others are led by Department Heads who set their own agendas for the commissions.

Through our interviews and surveys, we found that there is no uniform level of expectations for communication between the Board and the commissions. Communication from commissions serviced by the Executive Office of the Board, were often handled through informal verbal staff reports. Communication between the Board and other commissions were less consistent. Board offices regularly received agendas and minutes from the commissions, typically via email. Department staff and Executive Directors reported that they were often dependent on the relationships of the individual commissioners to communicate with their appointing Board members on issues that occur at the commission

meetings. Commissioner survey results revealed that the relationships of the commissioners varied with their appointing Board members, with a third of the respondents reporting little (once a year) or no communication with their appointing Board office.

Some commissions have functioned in isolation and sometimes inconsistently with the priorities of the Board or Department. For example, there have been recent instances of commissioners speaking to the media on behalf of the County. These views may or may not be contrary to actions taken by the Board, however, there is no oversight or set guidelines about communication. This may cause public confusion regarding the Board's stance on issues. A policy defining the communication for commissions would help eliminate such confusion.

FINDING #4: *Most surveyed commissioners reported that their commission was "effective." Surveyed commissioners who noted that their commission was "not effective," did not have an Executive Director.*

A majority (72%) of commissioners who responded to the online and mailed survey expressed that their commissions were effective (Question #11). However, of the 28% of commissioners that provided a "not effective" response, many of them commented that the commission had (1) not met for some time; (2) did not participate in any significant Department or County policy discussions; (3) lacked staff support; or (4) had no communication with the Board. In all of the "not effective" responses, the commission did not have an Executive Director but were supported by Department staff.

Of the Departments that currently staff commissions, some of the Departments interviewed commented that the responsibilities for servicing the commission took time away from their other Departmental responsibilities. In many of these instances, the commissions are an unbudgeted responsibility of their Departments. This view contrasted with the interviews of Executive Directors whose foremost responsibility was to provide services for the commissions and their commissioners.

RECOMMENDATION #5: *Consider an Executive Director or staff liaison to provide leadership to each of the citizen advisory commissions.*

A designated Executive Director would be responsible for providing leadership to the commissions and updating yearly goals and objectives that align with the Board and/or Department priorities. Ideally, this position would be an Executive Director, however, we recognize that the current budget environment may not allow for full Executive Director appointments for each of the citizen advisory commissions and in those cases, a staff liaison should be designated for the commissions. For the Departments, we recommend that the Executive Director of the commission not be the Department Head, in order to provide objective advice. In addition, the Executive Director would be responsible for providing agendas, minutes, and reports. The Executive Director should also be responsible for

providing annual reports to the County. Depending on the number of regular meetings, the Executive Director may be part time. Additional staff may also be allocated to the commission in order to provide additional research and administrative support if necessary.

## Proposed Organization with Citizen Advisory Commissions

Our proposed organizational role of the citizen advisory commissions is illustrated in Figure III-2. Commissions should be used as they were intended, to advise and provide recommendations on policies and services within their purview both to their associated Departments as well as to the Board. The Board and Departments should review and consider the recommendations of the commissions, but the Board will continue to work directly with the Departments to determine and set the policies and services. In order for the commissions to be effective, the Board and the Departments should utilize the commissions to seek advice prior to consideration of changes to policies and services. The commission, using its experience, expertise, and connections with the public, should respond in a timely manner with its collective advice and recommendations. The commission can also seek additional public input through public forums.

In order for commissions to be effective in this role of providing advice and recommendations to the County, the commissions need to be adequately supported by the County. We are proposing a restructuring of the Commissions Services Division within the Executive Office of the Board to provide oversight to the commissions, including its Executive Directors/staff liaisons and commissioners. The proposed Executive Directors/staff liaisons would provide support and leadership to the commissions, to ensure that there is adequate communication with the Board and the Departments as well as to ensure that the commission is performing its goals and objectives.

RECOMMENDATION #6: *Provide management oversight to the commissions via the Executive Office of the Board, Commission Services Division.*

Currently, the Commissions Services Division in the Executive Office of the Board has the responsibility to provide staff support to 22 advisory commissions/committees, joint powers authorities, non-profit corporation and 14 redevelopment dissolution oversight boards in addition to the support services given to all 172 County commissions. We recommend that Executive Directors/staff liaisons be appointed to lead and provide staff support for many of the long standing commissions rather than supported by the staff of the Commission Services Division. The primary role of the Commission Services Division should be to provide management oversight to the 37 citizen advisory commissions as well as to the Executive Directors/staff liaisons and its commissioners.

PROPOSED CITIZEN ADVISORY COMMISSION ORGANIZATION

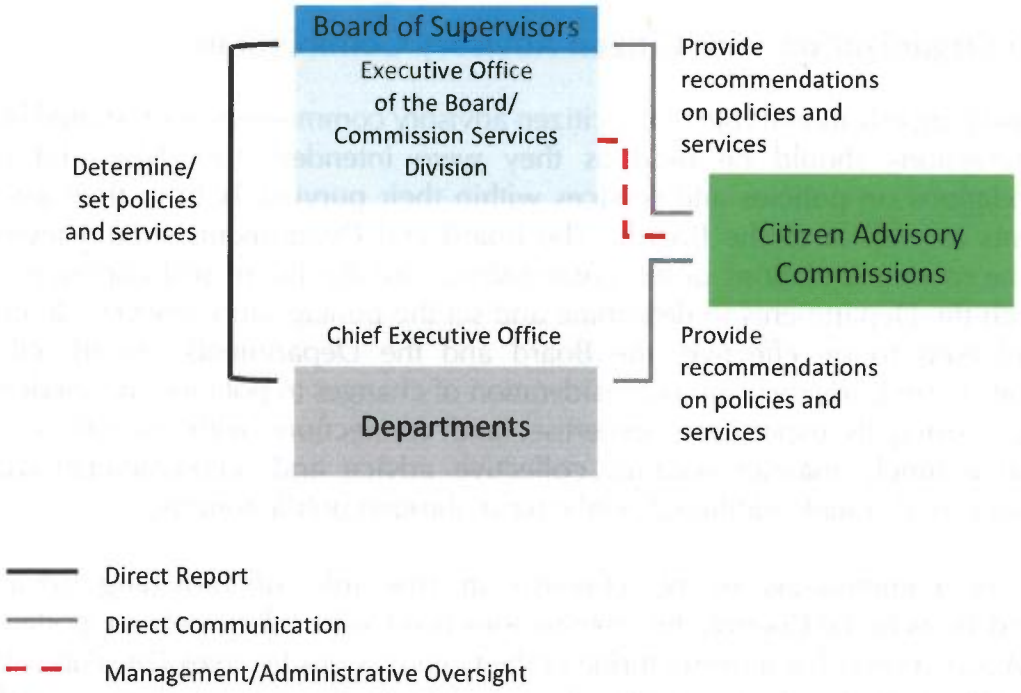


Figure III-2
Proposed Organization of Citizen Advisory Commissions

## Responsibilities for Citizen Advisory Commissions

In order for the proposed organization of the citizen advisory commissions to be successful, we have outlined some suggested responsibilities for each of the bodies:

### Board of Supervisors

- **Reorganize Executive Office of the Board to enable the Commission Services Division to provide oversight to the commissions.** Currently, the Commissions Services Division in the Executive Office, primarily serves in an administrative/coordination role to the commissions. We believe that the system needs to be reorganized to enable the Board to have management oversight of the commissions so that there are clear lines of communication between the commissions and the Board as well as the commissions and the Departments.

- **Establish regular (at least annual) communication between Board Deputies and appointed commissioners and commissions.** There are varying levels of communication between the commissioner and the appointing office, often at the discretion of the commissioner. The Board office should have knowledge of ongoing

commission activities. The Board Deputies should attend at least one commission meeting each year.

- **Quickly vet and appoint commissioners with necessary experience and expertise to vacant positions.** Vacant positions on a commission make it difficult for commissions to function effectively. We recognize that vetting commissioners is not an easy process and recommend that the Commission Services Division enhance their support to the Board by developing an open application process/list of future commissioners.

- **Replace commissioners at the end of their term limits and those unable to carry out their responsibilities on the commission.** Long term absences of commissioners have led to commissions not able to meet quorum. Interviews with Departments and Executive Directors, as well as surveys of commissioners indicated that some long term commissioners are not active participants in commission meetings or are not open to ideas of new commissioners.

- **Allow for the sunset of commissions that have met their goals.** Currently, for the Sunset Review process, staff report on commission activities, often citing Departmental activities and accomplishments as those of the commission. Commissions rarely sunset even if they are found to be ineffective, continuing to utilize County resources as an ineffective commission. Commissions should be sunset unless there is a specific objective for the commission.

**Executive Office of the Board/Commission Services Division**

- **Provide regular training and support to Executive Directors/staff liaisons.** Interviews with Executive Directors indicate that they do not get sufficient County support for working with commissioners. Support for Executive Directors/staff liaisons could include training on collaboration, conflict resolution, strategic planning, and website development.

- **Provide training and support to citizen commissioners** including training on the Brown Act, Introduction to County/public agency governance, collaboration, and conflict resolution, etc. Optional new commissioner training from the Commission Services Division currently includes the Brown Act and general matters involving the Los Angeles County government. Ongoing training programs could be developed with Executive Directors/staff liaisons to proactively address specific issues that may come up with commissioners.

- **Update Commission Fact Sheets, appointments, and website.** Much of the public interfaces with the Los Angeles County government through its website, only a portion of which is currently managed by the Commission Services Division. We

found that commission information on the lacounty.gov website is not up to date and has missing links. We recommend that the Commission Services Division be given the responsibility to ensure that all information County commissions is up to date and consistently communicated.

- **Post agendas and minutes online in a central place for all citizen advisory commissions.** The Commission Services Division currently posts the agendas and minutes online for the commissions which they staff. Many commissions agendas and minutes are posted to individual commission websites. However, the Executive Office should require all citizen advisory commissions to post minutes and agendas in a central place online for easy access by the Board offices and the public.

- **Administer the application process for new commissioners as well as post current and future vacancies.** The Commission Services Division should enhance their services by advertising commissioner vacancies. They should also have a centralized application process for new commissioners. This process would make it easier for Board offices to review applications and fill vacant seats in a timely manner.

- **Ensure that commissions are providing annual reports of their recommendations and activities.** To ensure that commissions are accountable to the Board, the Commission Services Division should keep records of annual reports for the Board.

- **Oversee a commission review process for all citizen advisory commissions** to ensure that commissions have resources to function effectively. Commission Services Division should ensure each commission is staying on task with the stated mission, even if it is a State or Federal mandate and not subject to a Sunset Review. The review process should also include a review of membership composition, compensation and budget, staffing levels as well as its overall contribution to the County.

- **Periodically review County list of commissions, committees, and boards to determine their activity.** Our commissioner survey identified some boards and agencies that have not met in a few years. While it is not the responsibility of the Board to manage all 172 County commissions, boards, and committees, the list should be updated to reflect the most current activity.

- **Provide staff services to temporary/ad hoc task forces and committees.** While it should not be the responsibility of the Commission Services Division to provide staff services (agendas and meeting minutes) to commissions on a regular basis, in cases where it is not practical to appoint an Executive Director for a short term period, such as for the Redevelopment Oversight Boards, it may be necessary to provide such services.

**Executive Directors or staff liaisons**

- **Provide leadership to the commission.** The Executive Director can guide the commission to ensure that the commission stays aligned with its intended purpose and mission.

- **Provide staff support for commissions including posting agendas and minutes.** We found that many commissions do not post agendas and minutes online. While sending agenda material to commissioners and the posting of the agenda in a public place has likely occurred to meet Brown Act requirements, the agenda and meeting minutes should also be regularly posted online for public viewing.

- **Develop annual goals and annual reports with the commissions.** The Executive Director should work with the commissioners to develop a strategic plan for their commissions. They should meet with the Board offices and the Department Heads to ensure that the goals and objectives are aligned with one another. They should also provide annual reports to the Board and Department with their commission's recommendations and activities.

- **Provide handbook/orientation to new commissioners.** Many newly appointed commissioners do not fully understand the purpose of the commission and the Department to which the commissioners are appointed. The Executive Director should provide an orientation to new commissioners.

- **Communicate with the Board and Department about potential issues developing at the commission level.** The Board and Department should not be "surprised" by controversial issues discussed at commission meetings. The Executive Director should work with the Board and/or the Department to diffuse controversial issues.

- **Collaborate with the Executive Office of the Board, other Executive Directors, and Departments on common goals.** We noted an overlap of some issues discussed by various commissions. The Executive Directors could collaborate on common issues and interests. For example, the development of a new Health Agency has presented an opportunity for joint meetings of commissions.

- **Provide reports for commission review process.** The Executive Director should be responsible for ensuring that the commission participates in a County commission review process.

**Commissioners**

- **Provide subject area expertise and/or experience.** Appointed commissioners should have the subject area expertise and/or experience to share with the commission. Commissioners should also respect fellow commissioners who bring in a variety of expertise and/or experiences and may have different viewpoints.

- **Represent their community's best interest.** Commissioners should represent their community. It was noted from interviews and surveys that on certain commissions, some commissioners represented and defended their own interests rather than the interests of the community they were appointed to represent.

- **Attend and participate in commission meetings.** Commissioners should be aware of the time commitment needed to attend and participate in meetings. If they are no longer be able to attend meetings, they should communicate to their appointing Board member and offer to vacate their positions.

- **Respect fellow commissioners, Departments, and Board.** Commissioners should respectfully engage in discussions with each other, the Department, and the Board, even if they do not agree. Even if a commission's responsibility is oversight to the Department, they should respect the work of County professionals in the Department.

- **Communicate with appointed Board office if there are controversial issues at commission meetings.** Appointed commissioners should have an understanding of their appointing Supervisor's viewpoints on controversial issues.

- **Understand their role in providing advice and recommendations to the Board and Department.** Commissioners should be mindful that they are responsible for providing advice and recommendations to the Board and Department and not represent their view as the County's view, particularly on controversial issues.

## Recommendations from interviews and surveys for improving Commissions' Effectiveness

During interviews with the Board and their staff, we asked about commissions they found to be most effective. The ones that were mentioned most often as being effective, included the Quality and Productivity Commission, Citizen's Economy and Efficiency Commission, and the Arts Commission. There was disagreement about the effectiveness of other commissions. The primary reason cited for effectiveness typically included the ability of the commission to provide useful information to the Board. Nearly 70% of the commissioner survey responses included recommendations for more effective commissions (Question #12). We have also found similar responses in the interviews with Departments and Executive Directors. The top three recommendations from the interviews and surveys were as follows:

- **More Staff**

Thirty-one percent (31%) of the commissioners that responded to the question about resources stated that their commission could use more staff. Additional staff would allow the commission to meet more often and provide more comprehensive reports and analysis.

We had similar responses from interviews with County staff. Several Executive Directors and staff of commissions responded that they often found they were unable to research questions from commissioners in a timely manner because the commission lacked additional staff resources. During our interviews, we found that commissions and committees have a variety of staffing levels, with some commissions receiving a few hours of staff attention for each meeting (e.g. Real Estate Management Commission), while others had an Executive Director along with analysts and administrative support staff. While not a citizen advisory commission, the Countywide Criminal Justice Coordination Committee (CCJCC), noted by the Supervisors and the CEO as a highly functioning committee, has a large staff team to support the efforts of the committee.

RECOMMENDATION #7: *Review staffing levels of commissions.*

While our previous recommendation of appointing a dedicated Executive Director or a staff liaison for each commission will significantly improve staffing levels for many commissions, the review of additional staff should be undertaken to determine if there is a need for additional staff as well.

### ➢ Responsible Commissioners

While many of the commission survey responses noted the intellect and experience of their fellow commissioners, 18% of the responding commissioners surveyed noted that their commission would function better if there was an improved vetting process for commissioners, primarily indicating their fellow commissioners' inability to attend and participate in meetings. Some commented that their fellow commissioner's lack of participation and attendance made the commission less effective. Several also stated that some of their fellow commissioners who have been on the commission long-term have not been effective in participating in the commission. Vacant seats have also contributed to the ineffectiveness of commissions. For example, the Commission on Alcohol and Other Drugs have not been able to meet quorum for the past few years until seats were recently filled.

From the attendance records for 2014 and 2015, we noted several commissioners that missed more meetings than attended, even though the missed meetings tended to be excused absences (prior notice), rather than unexcused absences (no prior notice). Meetings are typically scheduled well in advance. If a commissioner is unable to attend less than half the annual meetings, the commissioner should be automatically considered as unable to meet the responsibilities as a commissioner and removed from the commission.

RECOMMENDATION #8: *Remove chronically absent commissioners.*

RECOMMENDATION #9: *Utilize the term limits as described in the County Code for each commission.*

Many commissions have term limits of two to four year terms outlined in their bylaws and in the County Code, often allowing for the commissioner to have the ability to serve two terms. The County Code has also allowed for Supervisors to waive the term limits, which has been often utilized. Some commissioners, as they begin to get comfortable in a long term position on a commission, also tend to stray from the intended mission of the commission. Because commissions are meant to provide an opportunity for citizen participation in governance, a new commissioner can provide a much needed fresh perspective to the commission. However, if term limits are to be waived due to the lack of qualified new commissioner applicants, the attendance and participation records of the commissioner should be considered prior to allowing the commissioner's term limit to be waived.

Alternatively, the appointment of new commissioners requires proper vetting by the Supervisor's offices. The Board should use the Executive Directors, Departments Heads, and the Executive Office to recommend new commissioners. The Commission Services Division should enhance their services by announcing vacant positions and keeping an open application process for commissioner appointments. The Executive Director and the Commission Services Division should have the responsibility to properly provide orientation and training to commissioners in order to encourage effective participation in a commission.

### ➢ Improved Communication

Our analysis of the commissioner surveys noted varying levels of communication between the commissioners and their appointing Supervisor. Some communicated often with their Supervisor's office while others had not had any communication. We recommend that the Board consider a minimal level of communication, so that the subject area Board Deputy can be aware of all of the regular activities of the commissions and meet with their appointed commissioners.

An analysis of the commissioner surveys noted that 16% of the recommendations for more effective commissions includes having better communication with the Board offices. Interviews with Executive Directors and Department staff noted that the lack of communication was the largest obstacle for their commissions' effectiveness. Commissioners who operated without communicating with their Supervisors sometimes made recommendations that were not in the best interests of their community or their Supervisor. Annual meetings would allow for the Supervisor to know if their citizen appointee to the commission is properly vetted.

RECOMMENDATION #10: *Encourage Board Deputies to meet with their appointed commissioners annually, at a minimum.*

The meetings can occur at a commission meeting or at the invitation of the Board Deputy. During these meetings, the Board Deputies can communicate their Board member's priorities and goals for the year, with the opportunity for the commissioners to provide recommendations on the priorities. For example, with the Board's homeless initiative, the commissioners should have an opportunity to provide recommendations from their commission's perspective, whether it be from the Commission on Women, the Probation Commission, Commission for Children and Families, Housing Commission, Beach Commission, etc.

RECOMMENDATION #11: *Encourage Board Deputies to attend one meeting of each of their commissions annually, at a minimum.*

Board Deputies regularly receive and review agendas and minutes for their designated commissions. In addition to reviewing agendas and minutes, we recommend that the Board Deputies attend at least one meeting of each of their citizen advisory commissions per year, to ensure that the commission is meeting its stated purpose and mission as well as to encourage communication between the Board and the commission.

RECOMMENDATION #12: *Require each commission to provide an annual report of its activities and recommendations to the Board.*

Several Board members suggested that the Board should receive at least an annual report of the recommendations and activities from each of the commissions. While we suggest that the commissions communicate with the Board more often, at minimum, the annual report will provide a record of annual commission activities.

## Review Process

Some commissions have a sunset review date, while others do not. Typically, commissions that are State or Federally mandated are exempt from a review process. Over the years, the sunset review process is routinely performed by the Auditor-Controller's office as long as the commissions' staff provide a report for the sunset review process. Currently, the Commissions Services Division is responsible for initiating the sunset review process by requesting reports from the staff of the commission.

FINDING #5: *The current sunset review process is not effective at eliminating ineffective commissions.*

The Auditor-Controller's office receives the sunset review process report from the staff of the commission which is a report of the commission's mission, relevance, meetings and attendance, accomplishments and results, future objectives, and an estimate of commission costs. After reviewing the report, the Auditor-Controller's office recommends to the Audit Committee an extension of the sunset review date even if the activities or attendance was found to be unsatisfactory.

The current sunset review process results in the commission being reviewed for the prior years' results and activities with no process to sunset ineffective commissions. There should be a process for reviewing the commission's effectiveness, the ability to be responsive to the Board and contribution to the County, the makeup of its membership, the appropriate number of meetings, and staffing.

RECOMMENDATION #13: *Establish a sunset review date as an actual sunset date unless determined to be necessary to continue.*

Commissions have not been sunset at their sunset review date. Commissions have been allowed to continue despite being past due on their sunset review dates. In order to ensure that commissions continue to be necessary and effective, the commissions should apply for sunset extension dates. As part of this process, commissioners, staff, and the Board should provide a case for the commission's necessary continuation. The current sunset review process allows all commissions to continue despite any negative findings about the commissions.

FINDING #6: *Commissions without sunset review dates are not subject to periodical review.*

RECOMMENDATION #14: *Develop a periodic review process for all citizen advisory commissions.*

A regular review process for all of the citizen advisory commissions would ensure that the commissions are effective and adequately performing their role. In addition, the review should ensure that the commission is resourced with commissioners, training, and staff. Currently, some commissions that are ineffective do not have a process to adjust their size, the number of regular meetings, and address issues with commissioners or staff. The review process could include a report from the Commission Chair, Executive Director, and/or Department Head and include annual reports to the Board. The report could be reviewed by the Audit Committee, composed of Board Deputies.

If the Audit Committee requires additional review, the commission would then be referred to the Commission Services Division to work with the commission to identify recommendations for improved effectiveness.

The citizen advisory commissions were the primary focus of this assessment, since their role is intended to provide advice on issues relevant to the County government. We have provided these assessments based on Commission Fact Sheets, County Code, State Code, Commission websites, interviews with County staff, commissioner surveys and other information gathered from County staff including attendance records and meeting minutes. Attendance records and meeting minutes were not always available. In some cases, the gathered information provided inconsistent information. Our assessments represent the information we were able to gather. In addition, we were also requested by the Board offices to review the possibilities of merging or sunsetting commissions that had outlived their usefulness to the County. We encourage the County to consider the following recommendations of specific citizen advisory commissions.

## A. Summary of Findings and Recommendations for Commissions

Our top findings and recommendations of each of the citizen advisory commissions includes the following:

FINDING #7: *Some commissions have little or no agenda items for regular meetings.*

Some commissions have had many regular meetings cancelled because of lack of business or hold short meetings because of few agenda items. Many times the subject area is too narrow or is no longer a priority for the Board. When this occurs, related commissions should be combined in order to hold more meaningful discussions about policies and services for the County. In the recommendations for merging four commissions into two commissions, it was noted that the current meetings are not achieving their original objectives. In addition, merging of commissions can lead to cost savings for the time and resources utilized to hold separate meetings.

RECOMMENDATION #15: *Merge the Beach Commission with the Small Craft Harbor Commission.*

Currently, both the Beach Commission and the Small Craft Harbor Commission attract members of the public to hear about activities of the beaches and Marina Del Rey. The Beach Commission is currently utilized to present information to the public on issues relevant to the County's beaches. The Small Craft Harbor Commission is also utilized to present public information about new developments in Marina Del Rey as well as activities occurring in the community. A combined Beaches and Harbor Commission could provide more effective advice to the Department and be utilized to provide oversight to the activities of the Department of Beaches and Harbors.

RECOMMENDATION #16: *Merge the Insurance Commission into the Consumer Affairs Advisory Commission.*

The objective of the Insurance Commission is to review insurance companies/practices in order to protect insurance consumers. The Commission only held two out of six regular meetings in 2015. Topics of consumer insurance could fit under a subcommittee of the Consumer Affairs Advisory Commission since that Commission also advises the County on consumer protection issues.

FINDING #8: *The 2008 Commissions Review Report recommended that the Board of Governors of the County Arboreta and Botanic Gardens to be sunset and the CEO also recommended it be consolidated with the Parks and Recreation Commission in 2009.*

In the 2008 Commissions Review Report, the Board of Governors of the County Arboreta and Gardens was found to be lacking in purpose and goals and recommended the Board of Governors to be disbanded. After a Board of Supervisors discussion of a merger with the Parks and Recreation Commission in 2009, the Board of Supervisors decided to keep the Board of Governors and the Parks and Recreation Commission separate. Comments from the survey of commissioners revealed that the members of the Board of Governors felt that they were ineffective because it does not have any authority over decisions regarding the funding of the Arboreta and Gardens. Non-profit foundations associated with each of the Arboreta and County Gardens participate in fundraising activities and therefore make their own funding decisions. Attendance records revealed that the attendance and vacant seats have been ongoing issues.

FINDING #9: *New Ad Hoc Committees and Task Forces overlap subject areas of existing commissions.*

New ad hoc committees are formed that overlap with the missions of existing commissions. In these cases, the existing commission should be reviewed for intended purposes and missions and may need to be sunset, rather than duplicating County efforts for policy development. Some examples of this is the formation of the Blue Ribbon Commission on Child Protection despite the existence of the Commission on Children and Families and a Probation Oversight body being developed to provide oversight to the Probation Department despite the existence of a Probation Commission and the Sybil Brand Commission. These potential duplications indicate that the existing commissions may have outdated missions and should therefore be disbanded/sunset or reviewed in order to align its mission, goals, priorities, and memberships with the Board's priorities.

FINDING #10: *Some commissions were found to have outlived its original mission.*

RECOMMENDATION #17: *Sunset three (3) commissions including the Board of Governors of the County Arboreta and Botanic Gardens, the Information Systems Commission, and the Sybil Brand Commission for Institutional Inspections.*

The original purpose for the commissions' creation is no longer being met and therefore we recommend that these commissions be sunset. These commissions were established when there were gaps in County services. Over time, the County has created County staff positions or other committees with overlapping responsibilities. We found that these commissions no longer meet their intended purposes. Although these commissions have made significant contributions to the County and have surpassed their mission, we have concluded that the commissions' activities often duplicate the objectives of other commissions and duties of Departmental staff and therefore should be sunset. Further discussion of each commission is included in the section, "Assessment of Each Commission."

RECOMMENDATION #18: *Review the missions, memberships, meetings, and staffing of the eight (8) commissions that are not currently meeting their intended missions including the Business License Commission, Commission for Children and Families, Los Angeles City-County Native American Indian Commission, Parks and Recreation Commission, Probation Commission, Real Estate Commission, Small Craft Harbor Design Control Board, and Commission for Women.*

In our assessment of the citizen advisory commissions, we noted that the above commissions are not meeting their stated missions. However, we do not believe that the mission and responsibilities of these commissions are currently met elsewhere in the County. During our commission assessment process, we performed a cursory review of each commission. We recommend a more thorough review, including attending meetings and in depth discussions with staff and commissioners in order to determine needed support and/or a revision of their mission. Further discussion of each commission is included in the section, "Assessment of Individual Commissions."

RECOMMENDATION #19: *Review composition and number of commissioners for six (6) commissions including the Commission on HIV, Hospitals and Health Care Delivery Commission, Commission on Housing, Los Angeles Commission on Older Adults, Commission on Public Social Services, and the Small Business Commission.*

The commissions listed have issues with attendance or are the County's largest commissions. We noted difficulty with commissions being productive and reaching

consensus with larger memberships. It was mentioned in interviews or via surveys that membership is potentially an issue for these commissions. While both the Commission on HIV and Commission on Housing are required for Federal funding and the Federal mandate requires stakeholder participation as members, the Federal mandate does not specify the number of members. We believe that large memberships make it difficult to come to consensus and recommend that the commissions' current makeup and number of members be further reviewed to improve effectiveness.

In addition, the Los Angeles County Commission on Older Adults which was a result of the 2010 merging of the Area Agency on Aging Advisory Council and the Los Angeles County Commission on Aging, currently should have 50 members, with half of the nominations coming from the commission themselves. A review of recent minutes lists names of approximately 35 members (present and excused absences) as well as an uneven distribution of Supervisorial District representatives.

## B. Assessment of Individual Commissions

The following are brief individual assessments and recommendations for each of the 37 citizen advisory commissions that we reviewed. We gathered information from multiple sources, some of which conflicted with other information received or were incomplete/unavailable at the time of request. The summaries are not intended to provide in-depth reviews. Our assessments summarize the information that we were able to obtain.

### ALCOHOL AND OTHER DRUGS, COMMISSION ON

| | |
|---|---|
| Number of Members | 23 |
| Number of Board Appointments | 20 |
| Staff | Department – Public Health |
| Actual 2015/ Number of regular meetings/yr | 4/12 |
| Per Diem | $25 |
| Year begun | 2010 (Merged Commission on Alcoholism with Narcotics and Dangerous Drugs Commission) |
| State/Federal Mandate | No |

**Mission and Goals:**

The Commission on Alcohol and Other Drugs advises and makes recommendations to the Board on alcohol and other drugs with the aim of mitigating problems and the reducing the negative impacts of drug use on the quality of life of people residing in the County. More specifically, the commission is tasked with: reviewing federal, state, and local legislation and making recommendations for the implementation of alcohol and drug laws; advising the Board, the County Substance Abuse Prevention and Control Administrator, and other government officials on various alcohol and drug related topics; advocating for the creation and implementation of better programs in drug prevention, rehabilitation, medication, and field enforcement; facilitating and organizing alcohol and drug related conferences within the County; disseminating information and educating the public on the nature of substance abuse and other related issues; and participating in other activities to reduce the illicit and problematic use of alcohol and other drugs.

The membership of the Commission on Alcohol and Other Drugs is composed of a diverse set of individuals that represent various economic, social, occupational, demographic, and geographic groups found within Los Angeles County. The Board appoints 20 out of the 23 members of the commission based on their personal and/or professional interests in alleviating problems related to alcohol and drug abuse while other related agencies appoint an additional three members.

**Meetings Held, Attendance, and Vacancy:**

The Commission on Alcoholism was merged with the Narcotics and Dangerous Drugs Commission in 2010 as recommended from the 2008 Commission Review Report. However, since merging the two commissions, there have been several unfilled vacant seats which has made it difficult for the commission obtain quorum. During the past year, 9

appointments were made to the commission and the commissioners reported that in the last few months that the Commission has finally been able to achieve quorum for its meetings.

**Activities and Accomplishments:**
As a "new" commission, the Commission is in the midst of deciding its objectives. Recently, the Commission has been working on understanding the current problems of alcoholism and narcotics from local and global perspectives.

**Sunset Review Date:**
January 1, 2016

**Conclusion:**
The Commission has not met consistently over the past few years since it has been merged, however, during the most recent Sunset Review process of the commission, the Department of Public Health stated a need for the commission. The Auditor-Controller recommended that the commission be reviewed again in a year to allow for vacant seats to be filled. The Commission should be utilized to advise the Board on drugs and alcohol abuse that effect the homeless as part of the County's Homelessness Initiative.

## ARBORETA AND BOTANIC GARDENS, BOARD OF GOVERNORS OF THE COUNTY

| | |
|---|---|
| Number of Members | 15 |
| Number of Board Appointments | 15 |
| Staff | Department – Parks and Recreation |
| Actual 2015/Number of regular meetings/yr | 3/ 4 |
| Per Diem | None |
| Year begun | 1992 |
| State/Federal Mandate | No |

**Mission and Goals:**
The Board of Governors of the County Arboreta and Botanic Gardens is responsible for advising and providing support to the Board and each of the Arboreta and Botanic Gardens of the County. This fifteen-member commission is composed of individuals who have an interest in investing their time and effort into promoting the activities of the County's Arboreta and Botanic Gardens. To ensure a balanced and fairly represented board, no more than two officers of the following organizations can serve on the Board of Governors at any one time: California Arboretum Foundation, Descanso Gardens Guild, South Coast Botanic Garden Foundation, Southern California Camellia Council, or any other similar supporting organization. Each of the organizations represents the non-profit agencies associated with each of the Gardens.

It is important to note that these non-profit foundations, guilds, and councils currently raise funds and make decisions regarding the programs offered at each of the Gardens. While the Board of Governors do not have direct authority over the funding and programs offered

at each of the Gardens, recommendations may be communicated to each of the non-profit agencies of the Gardens by the Board of Governor members.

**Meetings Held, Attendance, and Vacancy:**
Meetings are held on a quarterly basis. Since the Gardens are located in three of the five Supervisorial Districts, it is not easy to find Commissioners from the other two Districts to commit to the Gardens, and as such, regular vacancies occur. From attendance records, the lack of quorum continues to be an issue carried over from the 2008 Commissions Review.

**Activities and Accomplishments:**
One of the primary accomplishments of the commission meetings was that it provides an opportunity for Regional Operating Managers of the Gardens to come together to share activities, such as, caring for the Gardens despite limited water usage with current drought restrictions. A cited benefit of having a Board of Governors was that it encourages commissioners to promote the Gardens in their communities.

**Sunset Review Date:**
June 30, 2013 (Past due)

**Conclusion:**
The 2008 Commissions Review recommended the sunset of the Board of Governors of the County Arboreta and Gardens. In Board statements of proceedings from September and October 2009, the Board considered the consolidation of the Board of Governors with the Parks and Recreation Commission. Ultimately, the Board decided to keep the Board of Governors separate from the Parks and Recreation Commission.

We found that the Board of Governors has had limited opportunities to influence policies or services for the Gardens since the Board of Governors meets separately from the private foundations and guilds of the individual Gardens and therefore has no influence on the financial resources of the Gardens. There is also limited participation from some Supervisors since there are no County Gardens in their Supervisorial Districts. Because of its limited usefulness to the County and partial participation from the Supervisorial Districts, we recommend that the Board of Governors be disbanded.

However, we recommend that the County negotiate for alternative arrangements for participating in the governance of the County Arboreta and Gardens alongside the Foundations that support the funding of the County Gardens. As with the County's relationship with the Natural History Museum, the Board of Supervisors should be able to appoint members to the Foundation that are within their district. With this arrangement, the appointed County members could also partner with the private Foundations/Guild to advise on the County's interests.

## ARTS COMMISSION, LOS ANGELES COUNTY

| | |
|---|---|
| Number of Members | 15 |
| Number of Board Appointments | 15 |
| Staff | Executive Director |
| Actual 2015/Number of regular meetings/yr | 11/12 |
| Per Diem | $20 |
| Year begun | 1947 |
| State/Federal Mandate | No |

**Mission and Goals:**

The primary goal of the Los Angeles County Arts Commission is to foster excellence, diversity, vitality, understanding, and accessibility of the arts in the County. In addition, the Commission makes recommendations to the Board on organizations the County should contract with to provide artistic performances for the public. The Commission is composed of fifteen members, all appointed by the Board.

**Meetings Held, Attendance, and Vacancy:**

There have not been issues identified with meetings. Meetings are held monthly. The Commission has not had difficulty reaching quorum. There are no open vacancies.

**Activities and Accomplishments:**

The Arts Commission essentially functions like a Cultural Department, overseeing grant programs for making art education and events available to the public. More specifically, the Arts Commission funds 364 non-profit arts organizations through a two-year $9 million grant program; funds the largest arts internship program in the country; programs and operates the Ford Theater; manages the County's civic art policy; and implements Arts for All, a regional initiative dedicated to restoring arts education to 81 local public school districts.

**Sunset Review Date:**

March 1, 2017

**Conclusion:**

The Commission has a robust set of activities and accomplishments over the years. Although identified as a "commission," it has been given many responsibilities and acts as a quasi-department of the County. The Commission has 34 employees and an annual operating budget of $13 million. In recommending arts projects and programs to the Board, the Commission functions as the community's voice to the Board. For these reasons, it is recommended that the Arts Commission be maintained.

## AVIATION COMMISSION

| | |
|---|---|
| Number of Members | 10 |
| Number of Board Appointments | 10 |
| Staff | Department – Public Works |
| Actual 2015/Number of regular meetings/year | 11/12 |
| Per Diem | $25 |
| Year begun | 1959 |
| State/Federal Mandate | State |

**Mission and Goals:**

The Aviation Commission is a County mandated commission that advises and makes recommendations to the County Regional Planning Commission, the County Board of Supervisors, and the Director of Public Works on matters related to airports and heliports master plans; regulations for permits, zoning, management, and operations; establishment and/or expansion of new facilities; acquisition sites for County airports and heliports; programs for the promotion and growth of aviation within the County; and various other matters concerning airports, heliports, and aircraft. Each Supervisor appoints two members to the Aviation Commission, for a total of 10 members.

**Meetings Held, Attendance, and Vacancy:**

Meetings are held monthly. With two vacancies over the past year, the Commission was not able to reach quorum on two occasions.

**Activities and Accomplishments:**

The Aviation Commission is an active commission in discussing the ongoing aviation activities in the County, typically hearing and discussing updates from various airport. The County's Aviation Division in the Public Works Department also regularly provides updates and shares relevant issues with the Commission, such as drone activity, other FAA regulations, and legislative activity affecting airports.

**Sunset Review Date:**

June 1, 2019

**Conclusion:**

The Aviation Division within the Department of Public Works utilizes the Commission as an opportunity to regularly gather staff from the County's airports to provide updates on each of the airports and also discuss relevant issues. While the Commission does not currently provide much direction to the Airport Division or the Board of Supervisors, it has on occasion provided the County direction, i.e. during the acquisition of County airports and also can be used as a public forum if issues arise. An Aviation Commission is also required by the California State PUC 21670 and should therefore be maintained, therefore a Sunset Review date is not necessary for this Commission.

## BEACH COMMISSION, LOS ANGELES COUNTY

| | |
|---|---|
| Number of Members | 20 |
| Number of Board Appointments | 20 |
| Staff | Department – Beaches and Harbors |
| Actual 2015/Number of regular meetings/yr | 8/12 |
| Per Diem | None |
| Year begun | 1971 |
| State/Federal Mandate | No |

**Mission and Goals:**

The Beach Commission consists of 20 Board appointees, with more appointees from the Supervisorial Districts with beach communities. The mission of the Commission is to review public policies and practices, capital projects and agreements, as well as ad hoc issues that arise related to County-operated beaches, and make recommendations to the Board and the Department of Beaches and Harbors.

**Meetings Held, Attendance, and Vacancy:**

The sunset review process completed in 2015 revealed that there was an average of 7 meetings per year and that the average attendance was approximately 55%. While attendance has not been exemplary, the Commission does not utilize much discretionary authority that requires a quorum. There are currently three vacant seats.

**Activities and Accomplishments:**

The activities of the Commission primarily included hearing presentations on the activities, fees, and legislation concerning the Department. It also included presentations on issues of concern to the management of the beaches, such as beach erosion/sediment management, El Niño preparations, and climate change/sea level rise. It was noted from the survey of commissioners as well as interviews with staff that the meetings have been helpful in providing educational information to the public.

**Sunset Review Date:**

December 31, 2019

**Conclusion:**

The primary function of the Commission appears to be on educating the commissioners about the beaches, rather than utilizing the commissioners as advisors and experts on beaches. There also seems to be minimal participation from Supervisorial Districts whose boundaries do not include beaches, leading to vacant seats. While we believe that the Department should hold regular outreach meetings with the Beach cities and interested parties, we do not believe Commission meetings are the appropriate venue. We recommend that the Beach Commission be merged with the Small Craft Harbor Commission to form a Beaches and Harbors Commission so that the public can continue to provide input on the County's beaches and harbors.

## BUSINESS LICENSE COMMISSION

| | |
|---|---|
| Number of Members | 5 |
| Number of Board Appointments | 5 |
| Staff | Commissions Services Division |
| Actual 2015/Number of regular meetings/yr | 10/24 |
| Per Diem | $100 |
| Year begun | 1960 |
| State/Federal Mandate | No |

**Mission and Goals:**

The Business License Commission, originally the Public Welfare Commission, is a quasi-judicial body that is responsible for holding hearings to grant, deny, modify, suspend, or revoke certain types of business licenses for all unincorporated areas of Los Angeles County as well as all Los Angeles County contract cities. The Commission is also responsible for conducting investigations and taking action on any matter pertinent to the public health, morals, safety, and welfare for which it has been referred to by the Board and/or any other County Department. Lastly, the Commission is tasked with encouraging the formation of new and private charities to meet the needs of the public and to help foster enterprises of a philanthropic nature. The Business License Commission is composed of five County Supervisor appointees.

**Meetings Held, Attendance, and Vacancy:**

Meetings are scheduled twice a month, however, the meetings have only taken place 10 times in 2015, depending on the number of business licenses that require hearings. The meetings are well attended by the five commissioners. The per diem for each commissioner is currently $100 per meeting. The meetings typically last under 1 hour, giving them the highest stipend per the time required. There are no vacant seats on the Commission, however, the term limits were often waived by the Board, allowing members to serve well past the two four-year term limits.

**Activities and Accomplishments:**

The primary accomplishments of the Business License Commissions include holding hearings for certain businesses. The minutes that we reviewed do not indicate any involvement in investigations or the encouragement of private charities as described in their duties and responsibilities.

**Sunset Review Date:**

None

**Conclusion:**

The Business License Commission has been performing some of its intended goals and objectives for the Commission. A review of meeting minutes reflect that the commission's primary focus is to hold hearings on certain types of new businesses licenses. Other responsibilities of the Commission include conducting investigations and taking action on

any matter pertinent to the public health, morals, safety, and welfare if requested by the Board and/or any other Department. The Commission has not been involved with encouraging the formation of new and private charities to meet the needs of the public and to help foster enterprises of a philanthropic nature, as stated in its mission. The Commission does not have a Sunset Review Date to provide review of its activities.

We question the need for the commission to meet twice a month if the sole mission is to hold hearings of certain business licenses. In addition, we also question the need for each commission member to receive $100 per diem for meetings lasting less than an hour. While it is not the highest per diem of an appointed citizen for the County, other higher paid commission meetings typically last several hours. We recommend an in-depth review of the missions of the Business License Commission to ensure the commission has an appropriate role or if it should be categorized as an Administrative Board and meet either on an as an as-needed or bi-monthly basis in order to hold hearings.

## CHILDREN AND FAMILIES, COMMISSION FOR

| | |
|---|---|
| Number of Members | 15 |
| Number of Board Appointments | 15 |
| Staff | Executive Director |
| Actual 2015/Number of regular meetings/yr | 17/12 |
| Per Diem | $25 |
| Year begun | 1984 |
| State/Federal Mandate | No |

**Mission and Goals:**

The Commission's current and on-going duties includes reviewing all programs administered by County Departments which provide children's services for at risk children by receiving input from community groups that administer children services programs and make recommendations to the Board of Supervisors. The Commission provides an annual report to the Board of Supervisors concerning the status of children's services along with recommendations for improvement. The Commission is composed of 15 members (three appointed by each County Supervisor) that have knowledge and experience in the area of children's services.

Each year, the Commission develops a variety of annual goals and objectives. The goals vary from year to year and are multifaceted and address special populations (such as preschool children, Transitional Aged Youth, or pregnant/parenting teenagers), funding priorities, and promoting specific programs (such as mental health initiatives, foster parent recruitment, after care services.)

**Meetings Held, Attendance, and Vacancy:**

Regular meetings are scheduled monthly, however we noted that in 2015, there were several additional special meetings held. Attendance has not been an issue, despite two

vacant seats. During interviews and surveys, we also noted that many of the Commissioners are very involved in children advocacy throughout the County and often represent the Commission on other County committees, task forces, and work groups.

**Activities and Accomplishments:**

Most of the Commission members actively participate in many other workgroups, councils, task forces, and committees, enabling the Commission to engage in multiple issues for children throughout the County especially in the area of foster care, Transitional Aged Youth (TAY), and mental health. Every year, the commissioners develop new sets of goals and objectives, often reflecting the interests of individual Commission members. The Commission keeps a long list of accomplishments which includes work on other committees including the Blue Ribbon Commission on Child Protection and First 5 LA. Many commissioners are active in their community.

**Sunset Review Date:**

September 30, 2017

**Conclusion:**

The Commission has overlapping subject areas with other committees involving at risk children and families. Because of the broadly defined mission, the commission has become involved in a variety of subject areas related to children and families, although the commissioners have chosen to focus almost exclusively on children. New County ad hoc committees have been created to work on various child centered issues, rather than utilizing the existing Commission. Many of the Commission members also are active participants and attend various other children commissions, committees, and workgroups throughout the County. While the Children and Family Services Commission is supported by an Executive Director, the commissioners make time intensive requests for information from the Department of Children and Family Services and other Departments. The Commission's chosen annual goals varies from year to year, hindering the staff from their other departmental responsibilities to respond to the varied requests.

We recommend that this Commission be reviewed to update and determine its mission and purpose alongside the other committees for children which currently exist in the County. The original intent of the Commission when it was created in 1984 was to ensure the delivery of 1984 Task Force recommendations for improving the delivery of children's services in the County. This is no longer been the mission of the Commission. The topic of children and families is broadly defined such that the Commission has not been effective in providing a unified voice for recommendations to the Board or the Department. In addition, commissioners also participate on other County committees on children's issues (including Interagency Council on Abuse and Neglect (ICAN), Policy Roundtable on Child Care and Development, First 5 LA, and Childcare Planning Committee) which have specific missions and utilize a mix of County Supervisors, Departments, and staff, other agencies, and private citizens as members.. The Commissioners are passionate advocates for children and the

Commission should require an updated mission in order to ensure that the Commission is useful to the Board in its governance of the County.

## CITIZENS' ECONOMY AND EFFICIENCY COMMISSION, LOS ANGELES COUNTY

| | |
|---|---|
| Number of Members | 21 |
| Number of Board Appointments | 20 |
| Staff | Executive Director |
| Actual 2015/Number of regular meetings/yr | 10/12 |
| Per Diem | None |
| Year begun | 1964 |
| State/Federal Mandate | No |

**Mission and Goals:**

The Los Angeles County Citizens' Economy and Efficiency Commission serves as a reviewing body to the Board on matters relating to the efficiency and effectiveness of County government policies and operations. The Commission, by virtue of its diverse, knowledgeable, and experienced membership, is able to provide the Board with unique reviews of its administrative and legislative practices. In addition, the Commission conducts research and studies to make targeted recommendations on how to improve the efficiency and effectiveness of services delivered by local government entities. The County Board of Supervisors appoints 20 of the Commission members (five per Supervisor) with the 21st member being the Foreperson of the newly retired Civil Grand Jury. Membership on the Commission is barred for individuals who are County employees or who would be in a position to augment their incomes or promote a special interest through membership on the Commission.

**Meetings Held, Attendance, and Vacancy:**

The Commission meets monthly with varying attendance. However, with a 21-member commission, there has not been an issue with reaching quorum. There are no current vacancies, however, 6 of the 21 (29%) members have had their term limits waived by the Board, well past the two 2-year term limit. New membership may be useful to this Commission to bring in an outsider's perspective.

**Activities and Accomplishments:**

The Commission provides audits and reviews for the County at the request of the Board from the perspective of non-County employees. A recent accomplishment includes a report with recommendations to improve the efficiency of the hearing and disciplinary process for employees through the Civil Service Commission. The Commission has also been involved in providing a comparative fee study of various County fees.

**Sunset Review Date:**

July 1, 2016

**Conclusion:**
The Commission is involved in providing reviews, studies, and reports at the request of the Supervisors. The Commission meets its stated goals and objectives. The Board offices cited it as one of the more effective County Commissions and we recommend the Commission be maintained.

## CONSUMER AFFAIRS ADVISORY COMMISSION

| | |
|---|---|
| Number of Members | 15 |
| Number of Board Appointments | 15 |
| Staff | Department – Consumer and Business Affairs |
| Actual 2015/Number of regular meetings/yr | 6/6 |
| Per Diem | None |
| Year begun | 1980 |
| State/Federal Mandate | No |

**Mission and Goals:**
The Consumer Affairs Advisory Commission's primary objective is to advise the Department of Consumer and Business Affairs on matters pertinent to the protection of rights of consumers residing in the County. More specifically, the Commission undertakes the following duties: assessing the needs of consumers and advising the Director of Consumer and Business Affairs on its findings; advising the Director of Consumer and Business Affairs on any needed changes to procedures, programs, or legislation to better serve the interests of consumers; advising the Director of Consumer and Business Affairs on any issues concerning the protection and promotion of the interests of consumers; providing the Director of Consumer and Business Affairs with suggestions on more effective methods for consumer education; conducting studies and reporting on matters referred for review by the Director of Consumer and Business Affairs and/or the County Board of Supervisors; and providing the Director of Consumer and Business Affairs and the Board of Supervisors annual reports on its activities. The Commission is composed of fifteen members, appointed by the County Supervisors. In order to qualify for membership on the Commission, each candidate must demonstrate their interest and experience in consumer affairs via their education, professional background, or any other pertinent activity prior to their appointment.

**Meetings Held, Attendance, and Vacancy:**
Six regular meetings were held in 2015. Attendance was not an issue other than one meeting which did not have quorum.

**Activities and Accomplishments:**
Regular commission meetings occur bimonthly, however, there are several subcommittees and tasks forces that also meet to discuss issues. Some areas that the commission has worked on the past few years include: foreclosure prevention, immigration services scams, and financial empowerment. The Commission has been able to provide input on

immigration policy. The Commission also has recently established meeting protocol to change meeting locations around the County so that different communities can participate.

**Sunset Review Date:**
June 30, 2017

**Conclusion:**
The Commission seems to be effective in representing the public to the Department of Consumer and Business Affairs and the Board of Supervisors. The Department has done an excellent job at communicating expectations to their commissioners by distributing a Commissions Handbook (Appendix D). The commissioners regularly hear and discuss relevant topics of interest throughout the County and were able to advise the Board on ad hoc issues such as immigration policy. We recommend that the Commission minutes and agendas be posted online so others can benefit from the Commission's presentation and discussions. In addition, we recommend the merging of the Commission on Insurance into the Consumer Affairs Advisory Commission because of the lack of agenda for the former.

## DISABILITIES, LOS ANGELES COUNTY COMMISSION ON

| | |
|---|---|
| Number of Members | 18 |
| Number of Board Appointments | 18 |
| Staff | Commission Services Division |
| Actual 2015/Number of regular meetings/yr | 11/12 |
| Per Diem | $25 |
| Year begun | 1975 |
| State/Federal Mandate | No |

**Mission and Goals:**
The primary mission of the Los Angeles County Commission on Disabilities is to advise the Board on any issues affecting the lives of people with disabilities and to make recommendations to create a "barrier free" County that provides people with disabilities equal access to County programs and services. The Commission conducts studies to improve policies, systems and procedures for people with disabilities; cooperates with a variety of organizations seeking to improve services for the disabled; evaluates existing laws and proposed legislation that affect people with disabilities; and distributes scholarships to high school, college, or trade school students living with a disability that seek to advance their education. The Board appoints all eighteen Commission members based on the following criteria: members should be people with disabilities or sensitive to the needs of people with disabilities; members should have a desire and ability to serve the needs of all people with disabilities; and members should have policy-making authority in the field. In addition, the Departments of Mental Health, Health Services, Public Social Services, Internal Services, Chief Executive Office, and the Los Angeles County Office of Education provide representatives on the Commission as non-voting members.

**Meetings Held, Attendance, and Vacancy:**
Regular meetings are held monthly and quorum was an issue twice in 2015. We noted that there were regular absentee commissioners, with one long time commissioner missing all of the meetings in 2014-15. There are currently 3 vacancies, however any Supervisor many appoint any number of eligible participants.

**Activities and Accomplishments:**
Meeting minutes reflect presentations by various County Departments and agencies on issues that affect people with disabilities. Additionally, the Commission has ad hoc/subcommittees on transportation, housing, and policy. The Commission also maintains a small scholarship program for students with disabilities.

**Sunset Review Date:**
April 1, 2015 (past due)

**Conclusion:**
This Commission continues to serve an important role in County government, as advocates for people with disabilities for County services. It was noted that the Sunset Review date for this Commission is past due. Several members have served on the Commission for over 10 years. We recommend a review of membership in lieu of continuing to waive term limits.

## EMERGENCY MEDICAL SERVICES COMMISSION

| | |
|---|---|
| Number of Members | 19 |
| Number of Board Appointments | 5 |
| Staff | Health Services |
| Actual 2015/Number of regular meetings/yr | 6/6 |
| Per Diem | None |
| Year begun | 1979 |
| State/Federal Mandate | State |

**Mission and Goals:**
The Emergency Medical Services Commission serves as an advisory body to the County Board of Supervisors and the Director of Health Services on policies, programs, and standards for emergency care services in the County. The Commission develops and conducts regular evaluations of County emergency care services, programs, and policies and provides annual reports on its findings to the County Board of Supervisors and the Director of Health Services. To ensure the strength and quality of its reports and recommendations, the Commission collects data and conducts its own studies. Finally, the Commission reviews and provides feedback on any new County plans for the provision of emergency care services and, when needed, makes recommendations to engage independent contractors to provide specific services.

The nineteen-member Commission is constructed to be diverse and representative of a wide assortment of health services stakeholders. The membership is composed as follows: one emergency care physician in a paramedic base hospital nominated by the California Chapter of the American College of Emergency Physicians; one cardiologist nominated by the American Heart Association, Western States Affiliate; one mobile intensive care nurse nominated by the California Chapter of the Emergency Nurses' Association; one hospital administrator nominated by the Healthcare Association of Southern California; one representative of a public provider of agency nominated by the Los Angeles Chapter of California Fire Chiefs Association; one representative of a private provider agency nominated by the Los Angeles County Ambulance Association; one orthopedic general, or neurological surgeon nominated by the Los Angeles Surgical Society; one psychiatrist nominated by the Southern California Psychiatric Society; one physician nominated by the Los Angeles County Medical Association; a licensed paramedic nominated by the California State Firefighters Association, Emergency Medical Services Committee; five public members (one nominated by each of the County Supervisor) not professionally affiliated with the medical field; one law enforcement representative nominated by the Los Angeles County Peace Officers Association; a city manager nominated by the League of California Cities, Los Angeles Chapter; a police chief nominated by the Los Angeles County Police Chiefs Association; and a representative nominated by the Southern California Public Health Association.

**Meetings Held, Attendance, and Vacancy:**
Regular meetings have been held and there does not seem to be an issue with attendance. There are currently two vacancies of agency appointments.

**Activities and Accomplishments:**
The Commission provides an annual report to the Board of Supervisors of paramedic agencies and paramedic activities in the County. In addition to their bi-monthly meetings, the Commission has several subcommittees. Some accomplishments include the discussion of a community concept introduced by the State EMS Authority, Community Paramedicine, which would allow paramedics to function outside of their customary role in ways that would facilitate more appropriate use of emergency care resources and or enhance access to primary care for medically underserved populations; Long Beach Fire Department's proposal to conduct a two-year Rapid Medic Deployment (RMD) pilot project; Electronic Data Capturing – changes and additions of fire department collecting patient care data via electronic system; and Psychiatric Emergencies.

**Sunset Review Date:**
None

**Conclusion:**
The Commission is active, however, it does not fully function as prescribed in the State Health and Safety Code in providing oversight to the County's Emergency Medical Services Agency and to the Board on ambulance services and the adequacy of emergency medical

care. Currently, the County's Emergency Medical Services Agency provides informational items to the Commission rather than the Commission providing insight into the Agency or the County. A survey of the commissioners noted the inability of the commissioners to freely provide oversight to the Agency since the staff of the Agency is also leading the agenda of the meetings. We recommend a review process for this Commission including its staffing, membership, and objectives.

## FISH AND WILDLIFE COMMISSION

| | |
|---|---|
| Number of Members | 5 |
| Number of Board Appointments | 5 |
| Staff | Commission Services Division |
| Actual 2015/Number of regular meetings/yr | 2/4 |
| Per Diem | $25 |
| Year begun | 1952 |
| State/Federal Mandate | State |

**Mission and Goals:**

The Fish and Wildlife Commission is tasked with providing the Board and the Fish and Wildlife Warden with feedback and recommendations twice a year on the propagation, protection, and restoration of fish and game in the County. In addition, the Commission administers the disbursement of funds received by the County for violations of the Fish and Wildlife Code in order to support Fish and Wildlife Projects. Lastly, the Commission supports research and education in areas related to fish and wildlife to spread awareness of the environmental impact on local wildlife. The Commission is composed of five members, each appointed by a County Supervisor.

**Meetings Held, Attendance, and Vacancy:**

Attendance and quorum have not been an issue for the Commission, although it was noted that one commissioner has missed a majority of meetings over the past two years.

**Activities and Accomplishments:**

The Commission receives various reports from around the County on fish and wildlife. The Commission also has oversight of two funds: The Fish and Wildlife Commission Propagation Fund and the Fish and Wildlife Commission Trust Fund. The Commission is also active in receiving updates of constantly changing rules and regulations of the State of California Fish and Wildlife Commission.

**Sunset Review Date:**

None

**Conclusion:**

The Commission appears to meet its intended goals and objectives to disperse funds for fish and wildlife resources in the County. We did not note any instigation of research and

education in areas related to fish and wildlife, despite severe drought conditions in Los Angeles County. We recommend that the Commission be staffed in partnership with the Fish and Wildlife Wardens in the County or by the Wildlife Division of the County Parks and Recreation Department in order to be more proactive and have more direct influence on the County's closely related services.

## HISTORICAL LANDMARKS AND RECORDS COMMISSION, LOS ANGELES COUNTY

| | |
|---|---|
| Number of Members | 5 |
| Number of Board Appointments | 5 |
| Staff | Commission Services Division |
| Actual 2015/Number of regular meetings/yr | 2/4 |
| Per Diem | None |
| Year begun | 1966 |
| State/Federal Mandate | State |

**Mission and Goals:**

The Los Angeles County Historical Landmarks and Records Commission is responsible for making recommendations to the Board on local historical landmarks worthy of being registered by the State as "California Historical Landmarks" or as "Points of Historical Interest," and provides feedback to the Board on any applications relating to the National Register of Historic Places. In addition, the Commission is designated as a Historical Records Commission for the purpose of fostering and promoting the preservation of historical records in the County. The Commission is composed of five members appointed by the Board (one per Supervisor) and five ex-officio members: the President of the Department of Museum of Natural History; the County Librarian; the Registrar-Recorder/County Clerk; County Administrator/Clerk, Los Angeles Municipal Court; and the Executive Officer/Clerk, Superior Court.

**Meetings Held, Attendance, and Vacancy:**

Although the Commission is set to meet quarterly, there were only two regular meetings recorded in 2015 and attendance and quorum has not been an issue for the Commission. However, in 2014, there was only one meeting recorded.

**Activities and Accomplishments:**

When utilized, the Commission has been active in screening applications for landmarks and places for the California and National Registries. The Commission has also been helpful in implementing the County's Historic Preservation Ordinance passed in 2015 and the Mills Act Program, passed in 2014 for historical resources in the County's unincorporated areas. However, because of infrequent meetings, the new ordinances have primarily been passed with the Commission's consent rather than the Commission being able to provide guidance to shape the development of the ordinances.

**Sunset Review Date:**
June 30, 2018

**Conclusion:**
The Commission is required per State regulation and meets as needed. However, we recommend that the Commission be reviewed for possible staffing under the Regional Planning Department, rather than the Commission Services Division since nominations for Landmark Designation status is reviewed first by the Regional Planning Department before being brought to the Commission. Staff from Regional Planning Department may be able to provide timely responses to public requests for landmark status applications as well as other issues of landmarks and historical places in the County.

## HIV, COMMISSION ON

| | |
|---|---|
| Number of Members | 51 |
| Number of Board Appointments | 0 (Board provides 25 recommendations) |
| Staff | Executive Director |
| Actual 2015/Number of regular meetings/yr | 5/10 |
| Per Diem | $25 |
| Year begun | 1995 |
| State/Federal Mandate | Federal |

**Mission and Goals:**
The Commission on HIV is responsible for developing, maintaining, and monitoring the implementation of a comprehensive County HIV care plan that is consistent with regulations and guidelines set forth by the Federal Ryan White Comprehensive AIDS Resources Emergency ("CARE") Act, the Health Resources and Services Administration (part of the U.S. Department of Health and Human Services), and the Center for Disease Control and Prevention. As the local implementation entity for the Federal Ryan White CARE Act Program, the Commission on HIV receives all federal funding for the provision of HIV services and programs for the County of Los Angeles and allocates these funds to a plethora of HIV service providers that meet the criteria for receiving CARE Act grants. In addition to managing and evaluating the allocation of federal funds, the Commission is tasked with developing standards of care and organization for HIV related services, disseminating educational materials to the public on HIV prevention and treatment, making recommendations to the County Board of Supervisors and various other County entities/officials on HIV related matters and funding, and providing an Annual Report to the Board on the County's progress in eliminating HIV as a public health concern for the residents of the County.

The composition of the Commission on HIV consists of 51 voting members who are nominated by the Commission (25 recommended to the Commission by the Board) and are appointed by the County Board of Supervisors. The Commission members are selected to

reflect a diverse and representative body of HIV stakeholder community members, with particular emphasis on selecting members that live with the HIV disease.

**Meetings Held, Attendance, and Vacancy:**
Even though meetings are scheduled to regularly meet 10 times per year, the Commission only met 5 times during 2015, due to the lack of an Executive Director. A new Executive Director was recently appointed. There are also currently 8 vacancies and several members who have missed more than half of the meetings over the last two years. Because appointments are made by the Commission on HIV themselves, the Executive Director's role is important in order to keep up with vacancies that occur, since many of the Commissioners are HIV patients themselves, receiving services from the County.

**Activities and Accomplishments:**
The Division of HIV and STD Programs, as part of the Department of Public Health has been leading the nation in developing an integrated HIV care and prevention program. The HIV Commission works closely with the Division of HIV and STD Programs, allocating priorities and funds to develop an integrated HIV care and prevention program whereas most HIV Commissions are primarily working on HIV care. The Commission works closely with the Departments of Public Health, Health Services, and Mental Health. Over the past few years, the Commission has also worked with the County as the Affordable Care Act was being implemented, coordinating services for low income households and those receiving Ryan White funding to ensure the continuity of HIV care.

**Sunset Review Date:**
None

**Conclusion:**
This large 51-person commission has had difficulty coming to consensus on issues and it was noted that some of the meetings have been quite contentious between fellow commissioners. While the Federal regulations require a committee with some membership requirements for the use of Ryan White funds, the regulation does not specify the number of members on the committee. There are currently 11 vacancies on this Commission. We recommend that the Commission membership be reviewed in order to develop a more manageable membership number that continues to meet Ryan White funding requirements.

## HOSPITAL AND HEALTH CARE DELIVERY COMMISSION

| | |
|---|---|
| Number of Members | 15 |
| Number of Board Appointments | 15 |
| Staff | Department of Health Services |
| Actual 2015/Number of regular meetings/yr | 9/8 |
| Per Diem | $25 |
| Year begun | 1961 |
| State/Federal Mandate | No |

**Mission and Goals:**
The Hospitals and Health Care Delivery Commission is responsible for consulting with and advising the County Board of Supervisors and the Director of Health Services on any matters relevant to patient care policies and programs within the Los Angeles County hospital system. More specifically, the Commission is charged with commenting and making recommendations on the need for additional hospitals and/or patient care facilities; relationships between County hospitals and other public or private health care facilities; health manpower problems; and the effective and efficient utilization of County hospital facilities. In addition, the Commission conducts studies on patient care policies and programs and acts as a liaison between the public and the County on issues concerning the hospital system. This fifteen-member commission is appointed by the County Board of Supervisors (three nominated by each Supervisor).

**Meetings Held, Attendance, and Vacancy:**
Meetings minutes for 2014 revealed that meeting quorum was an ongoing issue for the Commission. However, new appointments have been made and there are no current vacancies. Regular meetings continue to be held despite the lack of a quorum, serving as information only meetings. The recently completed sunset review completed in November 2015 revealed that attendance from 2012-2015 had an unsatisfactory average attendance rate of 49%.

**Activities and Accomplishments:**
The Commission has been actively providing input into the County's hospitals and health care delivery system. The Commission has been an integral part of the discussions of the consolidation of the Health Agency. The Commission has also been active in conducting site visits to County health care facilities, meetings with facility management and touring facilities. The Commission also has prepared and presented a white paper evaluating the Department of Health Services' Ambulatory Care System, providing their recommendations to the Board and the Department. Recently, the Commission developed subcommittees to focus on community care, veteran's health, and specialty care.

**Sunset Review Date:**
July 1, 2019

**Conclusion:**
We recommend that the Commission be maintained, however, the number of members and the number of regular meetings should be reviewed in order to determine ways to improve attendance. The current membership includes medical professionals who may find it difficult to attend regular meetings, especially if the agenda is not robust. Decreasing the frequency of regular meetings in order to maintain robust agendas, and decreasing the membership may make it easier to improve attendance.

## HOUSING COMMISSION, LOS ANGELES COUNTY

| | |
|---|---|
| Number of Members | 12 |
| Number of Board Appointments | 12 |
| Staff | Department – Community Development |
| Actual 2015/Number of regular meetings/yr | 7/12 |
| Per Diem | $50 |
| Year begun | 1982 |
| State/Federal Mandate | No |

**Mission and Goals:**

The Los Angeles County Housing Commission is tasked with reviewing and making recommendations on any matters that come before the Los Angeles Housing Authority which include policies, programs, or budgetary issues that affect Housing Authority tenants and the affordable housing community of the County. In particular, the Commission interfaces with tenants to hear, determine, and resolve all Housing Authority tenant complaints and problems. Also, the Commission works on issues having to do with personnel grievances, operating equipment decisions, expenditures, and program operations. The Board appoints 12 members to serve on the Commission according to the following criteria: five-non tenant members (one appointment per County Supervisor) that possess knowledge or professional experience in housing, possess a desire to address the housing needs of the community, and/or have a history of active involvement in community affairs; six members that are tenants of properties owned or managed by the Housing Authority (at least 2 must be from this category) or are participants in the U.S. Department of Housing and Urban Development Section 8 Tenant-Based Rental Assistance Program (one of the members must be 62 years of age or older); one homeless or formerly homeless member; and all of the tenant members must be residents of the County.

**Meetings Held, Attendance, and Vacancy:**

Meetings of the Commission are active with engaged commissioners and are typically well attended. An interview noted that there has been an issue with tenant member turnover due to the challenge of working and volunteering time required to attend meetings. The Executive Director has developed a helpful "Housing 101" tool in order to provide training for new commissioners to understand housing issues.

**Activities and Accomplishments:**

The Commission is required to discuss and provide recommendations for policy initiatives before the recommendations are heard at the Housing Authority (Board of Supervisors). The Commission is an advocate for housing and it also provides a community forum for tenant issues. Recently, the Commission has also played a large role in providing input into the County's Homeless Initiative.

**Sunset Review Date:**

None.

**Conclusion:**
We recommend that there be a review process in order to review the number of Commissioners required. Currently, there are 6 tenant members on the Commissions, of which there is a large turnover rate. This requires constant recruitment and training of new commissioners. Only 2 tenant members are required per Federal regulation for Section 8 funding. Lowering the number of tenant members may make it easier for consistent attendance to meetings.

## HUMAN RELATIONS, COMMISSION ON

| | |
|---|---|
| Number of Members | 15 |
| Number of Board Appointments | 15 |
| Staff | Executive Director/Department of Community and Senior Services |
| Actual 2015/Number of regular meetings/yr | 7/12 |
| Per Diem | $25 |
| Year begun | 1958 |
| State/Federal Mandate | No (State suggestion) |

**Mission and Goals:**
The Commission on Human Relations' primary mission is to eliminate discrimination based on race, religion, sex, sexual orientation, national origin, age, socio-economic status, marital status, physical or mental abilities, or any other arbitrary characteristic by facilitating positive and equitable inter-group relations, empowering communities and institutions, and promoting an informed and multicultural society. In order to meet its mission, the Commission conducts a variety of activities which includes: engaging in research and education with the aim of eliminating discrimination and diminishing its effects; developing and implementing plans and programs to encourage equal opportunity and acceptance of all people; collaborating and cooperating with County departments, agencies, and community groups to identify human relations issues and work on solutions to those issues; and making recommendations and/or proposing legislation to the Board to improve human relations in the County. The Board directly appoints the fifteen voting members and may appoint four non-voting honorary members upon the recommendation of the Commission.

**Meetings Held, Attendance, and Vacancy:**
In 2015, seven (7) meetings out of 12 regular meetings were held with several subcommittee meetings. While attendance was found to be unsatisfactory during the most recent Sunset Review process with a 57% attendance rate from 2012-2015, attendance at the meetings seemed to have improved with recent appointments. There is currently one vacant seat.

**Activities and Accomplishments:**
The Commission regularly updates its strategic plan. Recent activity includes working with the Department of Parks and Recreation, schools, and youth non-profit organization to develop youth leadership and relationships. The Commission has also been active in

working with Police Departments to ensure fairness and equity in the criminal justice system. The Commission issues its own media statements/resolutions on various human relations issues, apart from the Board.

**Sunset Review Date:**
September 30, 2019

**Conclusion:**
With an Executive Director and 19 staff, the Commission has had an active role in human relations activities in the County. We recommend that the Commission on Human Relations be maintained. However, we recommend that the Commission communicate with the Board and the Departments prior to issuing media statements. A Countywide policy for commissions should establish appropriate media communication guidelines.

## INFORMATION SYSTEMS COMMISSION

| | |
|---|---|
| Number of Members | 10 |
| Number of Board Appointments | 10 |
| Staff | Commission Services Division |
| Actual 2015/Number of regular meetings/yr | 4/5 |
| Per Diem | None |
| Year begun | 1991 |
| State/Federal Mandate | No |

**Mission and Goals:**
The Information Systems Commission is an advisory body tasked with providing support for the improvement of the efficiency and effectiveness of the County's data processing and telecommunications operations. More specifically, the Commission studies and makes recommendations to the Board, the Director of Internal Services, and various other departments on matters related to the oversight of data processing and telecommunications services in the County. Also, the Information Systems Commission serves as liaison and works collaboratively with the Information Systems Advisory Body of the Countywide Criminal Justice Coordination Committee (CCJCC), and any other advisory bodies that deal with data processing and telecommunications matters. Each County Supervisor appoints two members to the Commission: one person qualified in data processing or telecommunications and one person experienced in the management of large private businesses or public organizations that utilize substantial data processing and telecommunications services. Employees of any organization contracting with or attempting to contract with the County are barred from membership on the Commission.

**Meetings Held, Attendance, and Vacancy:**
In 2015, the Commission met four times. One meeting did not have quorum. While some vacant seats have recently been filled, there is currently one vacant seat.

**Activities and Accomplishments:**
Meetings primarily include updates from the Chief Information Officer on any technology upgrade projects in the County as well as updates regarding information security in the County. The approval of minutes is the only discretionary authority action taken at the meetings.

**Sunset Review Date:**
December 31, 2011 (Past due)

**Conclusion:**
A Board motion from October 2009 from the CEO recommended that the Information Systems Commission be disbanded. However, the motion was returned to the CEO without discussion and the Commission continues to function. We found that the Commission's mission to be outdated. The appointment of a Chief Information Officer to oversee implementation of new technology further demonstrates the Commission's obsolete mission. In addition, many of the topics discussed at Commission meetings are a duplication of the discussions of new developing innovations in technology from the Quality and Productivity Commission and the Information Systems Advisory Body of the CCJCC. We recommended that the Commission be sunset.

## INSURANCE, LOS ANGELES COUNTY COMMISSION ON

| | |
|---|---|
| Number of Members | 10 |
| Number of Board Appointments | 10 |
| Staff | Commission Services Division |
| Actual 2015/Number of regular meetings/yr | 2/6 |
| Per Diem | None |
| Year begun | 2001 |
| State/Federal Mandate | No |

**Mission and Goals:**
The Los Angeles County Commission on Insurance is an advisory body to the Board on any matters dealing with consumer insurance, which include automobile, homeowners', health, and earthquake insurance. The specific duties of the Commission include providing the Board updates on pending legislation and court cases; gathering information, producing reports, and making recommendations to the Board of Supervisors on best practices to reduce the costs of insurance in the County; participate in activities and develop recommendations that improve consumer education and broaden community awareness regarding insurance issues; and conduct public hearings, call witnesses and experts, and present testimony in front of the Congress, the State Legislature, or the State Insurance Commission on important insurance matters that affect the residents of the County. The Board appoints all ten members of the Commission (two per Supervisor) based on their experience and knowledge in the area of consumer insurance.

**Meetings Held, Attendance, and Vacancy:**
In 2015, two regular meetings and two special meetings were held of which attendance did not seem to be an issue. The most recent Sunset Review process in 2013, found attendance to be satisfactory. There is currently one vacancy, however three of the commissioners have retained their seats over 10 years, having had their terms waived past the two 2-year terms stated in County Code.

**Activities and Accomplishments:**
According to the minutes reviewed, activities of the Commission are centered around the insurance awareness and consumer insurance fraud awareness. Recent activity has included participation in a press conference on Fire Insurance Awareness month and Insurance Fraud Awareness month.

**Sunset Review Date:**
March 31, 2017

**Conclusion:**
The meetings on the Commission on Insurance have been infrequent and meeting agendas reflect only a portion of their stated mission. We found that the issue of consumer insurance fraud protection could be discussed as part of the Consumer Affairs Advisory Commission. Therefore, we recommend that the Commission on Insurance be merged into the Consumer Affairs Advisory Commission where topics of consumer insurance could be regularly discussed as needed.

## LIBRARY COMMISSION

| | |
|---|---|
| Number of Members | 20 |
| Number of Board Appointments | 10 |
| Staff | Department – County Libraries |
| Actual 2015/Number of regular meetings/yr | 12/12 |
| Per Diem | None |
| Year begun | 1996 |
| State/Federal Mandate | No (State Code, but not mandated) |

**Mission and Goals:**
The Library Commission is tasked with advising the County Board of Supervisors and the County Librarian on matters of library policy, administration, operation, and service. As a Library District, the Commission represents the cities contracting for the County's library services as well as the County's unincorporated communities. The commission obtains public input, provides feedback, and makes recommendations on any matter that comes to the attention of the Commission regarding the County Library. The Commission is composed of twenty members: ten members appointed by the County Board of Supervisors (two appointments from each Supervisorial District) and ten members appointed by the City

Selection Committee who are elected city council members representing cities served by the library district.

**Meetings Held, Attendance, and Vacancy:**
Monthly meetings have occurred and while there have been issues with attendance in the past, the Commission Chair has begun following up with absentee commissioners, which has helped to boost attendance. The Commission has also moved the meetings to different County libraries to improve attendance. There is currently one vacancy.

**Activities and Accomplishments:**
In addition to providing regular recommendations for Library projects and services around the County, recent activities of the Commission included recommendations to the Board regarding a new County Librarian. The Commission has also discussed issues of immigration and homelessness, both of which affect County library services.

**Sunset Review Date:**
June 30, 2014 (Past due and in progress)

**Conclusion:**
The Library is a special fund department operating under the authority of the County Board of Supervisors and provides services to over 3.5 million residents living in unincorporated areas and to residents of 49 of the 88 incorporated cities of Los Angeles County. We found that Commission has a valuable role in ensuring that community needs are being met. We recommend that the Library Commission be maintained.

## MENTAL HEALTH COMMISSION, LOS ANGELES COUNTY

| | |
|---|---|
| Number of Members | 16 |
| Number of Board Appointments | 15 |
| Staff | Executive Director – Department of Mental Health |
| Actual 2015/Number of regular meetings/yr | 8/12 |
| Per Diem | None |
| Year begun | 1978 |
| State/Federal Mandate | State |

**Mission and Goals:**
The Mental Health Commission is a State mandated advisory board tasked with supporting and advising the Department of Mental Health in meeting the mental health needs of County residents. Specifically, the Commission independently assesses the mental health needs of the community; submits annual reports to the County Board of Supervisors on the needs and performances of the County's mental health system; advises the Board of Supervisors and the Director of Mental Health on any matters pertinent to the local mental health program; reviews County agreements pursuant to the Welfare and Institutions Code, Section 5650; reviews and approves procedures to ensure citizen and professional involvement in

the planning process; assesses the impact of the realignment of services from the State to the County on services delivered to clients and on the local community; reviews and comments on the County's performance outcome data and communicates findings to the Mental Health State Planning Council; and reviews and makes recommendations on applicants for the appointment of Director of Mental Health.

The membership of the Mental Health Commission is composed of sixteen members appointed by the County Board of Supervisors (three appointed by each Supervisor and one additional Board of Supervisor member appointed by the Chair of the Board). The Commission is required to have 50% of the membership be consumers or the parents, spouses, siblings, or the adult children of consumers who are receiving or have received mental health services. At least 20% of the membership must be consumers and at least 20% must be the families of consumers. The Commission itself makes recommendations for appointment to the County Board of Supervisors to ensure broad demographic and geographic representation on the Commission. Lastly, membership on the Commission is barred for individuals who are or are married to full-time or part time employees of a County mental health service, an employee of the State Department of Mental Health, or an employee of a Bronzan-McCorquodale contract agency.

**Meetings Held, Attendance, and Vacancy:**
In 2015, there were 10 regular meetings. There were no issues with attendance. There is currently one vacancy.

**Activities and Accomplishments:**
The Mental Health Commission actively seeks to represent the needs of consumers of mental health services. The Commission works closely with the Department and the County to advocate for consumers. The Commission also recently contributed to the establishment of the County's Integrated Health Agency.

**Sunset Review Date:**
None

**Conclusion:**
The Mental Health Commission is State mandated and should be maintained. With three full time staff serving the Commission, the Commission has an active agenda primarily consisting of presentations about services. However, we recommend that the Commission develop a strategic plan in order to identify gaps in mental health services. The appointed Supervisor that serves as the Chair of the Commission should actively participate to discuss County policy that affect Mental Health issues. The Commission should also work with other commissions on ad hoc topics, such as on the County's Homeless Initiative, Veteran's Affairs, the Domestic Violence Council, Probation, etc. The meeting minutes and agendas suggest that the County could benefit from the Commission's participation on County-wide initiatives in addition to issues which affect the County's Mental Health Agency and its services.

## MUSEUM OF NATURAL HISTORY, BOARD OF GOVERNORS, DEPARTMENT OF

| | |
|---|---|
| Number of Members | 15 |
| Number of Board Appointments | 15 |
| Staff | Department of the Museum of Natural History |
| Actual 2015/Number of regular meetings/yr | 1/1 |
| Per Diem | None |
| Year begun | 1978 |
| State/Federal Mandate | No |

**Mission and Goals:**

The Natural History Museum of Los Angeles County is a public-private partnership between the non-profit Natural History Museum Foundation and the County of Los Angeles. The Foundation Board of Trustees appoints its own members (30 Foundation Trustees) while the County Board of Supervisors (3 appointees each) appoints 15 Board of Governors to the Board of Trustees. The Board of Trustees meets quarterly with additional quarterly subcommittees of which Board of Governors can also participate. There is only one annual meeting as a Board Governors in order to advise on County business for the Department.

The Board of Governors, Department of Museum of Natural History is responsible for developing and implementing museum policies, determining Museum goals and programs, and providing general governance and review of Museum operations. In addition, the Board of Governors provides general guidance to the Board of Supervisors for future Museum goals and programs, helps promote a positive public image for the Museum, and contributes to regional, national, or international efforts that may benefit the Museum in the future.

**Meetings Held, Attendance, and Vacancy:**

An annual meeting is held of the Board of Governors. Additionally, the members of the Board of Governors are also considered to be Trustees of the Museum which meets quarterly with additional subcommittees meetings. Some appointed Board of Governor members do not regularly attend quarterly Trustee meetings and have missed the annual Board of Governors meetings the last two years. We recommend a review of the membership. There is currently one open vacancy on the Board of Governors.

**Activities and Accomplishments:**

The Board of Governors ensures that the Natural History Museum is open and available to the public, representing the County in the governance of the museum, such as offering museum days that are free from admission fees. The members of Board of Governors also bring in their own personal connections of the public to the programs of the museum, a different perspective than the other Trustee members who are often generous museum supporters and patrons. Recent activities of the Board of Governors includes the selection and approval of a new Director of the Department of the Natural History Museum.

**Sunset Review Date:**

September 30, 2016

**Conclusion:**
The Board of Governors plays an important role in ensuring that the County maintains its role in the public-private partnership. However, we recommend that in addition to the annual Board of Governor meetings, appointees should also be required to attend quarterly Trustee meetings and participate on a Trustee subcommittee in order to represent the County's interest in the Museum and advise the Museum and the Board of Supervisors. While the Board of Governors does not have an Executive Director, because the board only meets as a group once a year, we recommend that a staff liaison be appointed to encourage participation in Trustee meetings and subcommittees.

## NATIVE AMERICAN INDIAN COMMISSION, LOS ANGELES CITY-COUNTY

| | |
|---|---|
| Number of Members | 15 |
| Number of Board Appointments | 5 |
| Staff | Executive Director/Department of Community and Senior Services |
| Actual 2015/Number of regular meetings/yr | N/A /12 |
| Per Diem | $10 |
| Year begun | 1976 |
| State/Federal Mandate | No |

**Mission and Goals:**
The primary purpose of the Los Angeles City-County Native American Indian Commission is to increase funding resources for programs, services, and organizations that work to alleviate the socioeconomic problems of American Indians in Los Angeles City and County. In addition, the Commission advocates for legislation and policies that positively impact urban American Indians; works collaboratively with local, state, and federal agencies to research and disseminates information in the field of American Indian Affairs; assists and coordinates the activities of community organizations, public agencies, and private agencies that work on issues of importance to American Indians; researches and investigates issues that adversely affect the welfare and socioeconomic status of American Indians; and makes recommendations to the Mayor of Los Angeles, the City Council, the County Board of Supervisors, and various other local government entities on matters involving the needs of American Indians.

The Commission is composed of fifteen regular members and one emeritus commissioner. The appointments for the Commission are as follows: five members appointed by the County Board of Supervisors, five members appointed by the City of Los Angeles, and five members selected by the Los Angeles Indian community pursuant to elections conducted by the Commission. Appointed commissioners should reflect the diversity of American Indians found in Los Angeles City and County and should be knowledgeable and capable leaders on issues pertaining to American Indians.

**Meetings Held, Attendance, and Vacancy:**
Meetings are held monthly. However, attendance has not been reported to the Commission Services Division. Agendas are not posted and meetings minutes were not made available for review, despite a request to the Executive Director. There are currently two vacancies.

**Activities and Accomplishments:**
The Executive Director stated that activities include advocating for Native American issues/rights within Los Angeles County, especially on issues related to placement of foster care children of Native American descent within the County. The Commission has also been active in working on child welfare issues.

**Sunset Review Date:**
None

**Conclusion:**
We found the Commission to be necessary in addressing issues with Native Americans living in Los Angeles County, especially since there are different Federal regulations associated with the Native American community and recommend that the Commission be maintained. However, the activities of the Commission may be conducting activities outside its original goals and objectives and there is no significant oversight to the Commission on its use of County and City resources. We recommend that the Commission be reviewed to determine the appropriate conduct for the relationship between the City of Los Angeles, the County of Los Angeles, and the Federal regulations regarding Native Americans and the use of County/City resources.

## OLDER ADULTS, LOS ANGELES COUNTY COMMISSION ON (LACCOA)

| | |
|---|---|
| Number of Members | 50 |
| Number of Board Appointments | 25 |
| Staff | Department – Community and Senior Services |
| Actual 2015/Number of regular meetings/yr | 11/12 |
| Per Diem | None |
| Year begun | 2010 |
| State/Federal Mandate | No |

**Mission and Goals:**
The Los Angeles County Commission for Older Adults ("LACCOA") is charged with advocating, advising, and making recommendations to the County Board of Supervisors and various County departments and local government entities on matters pertaining to the needs and welfare of seniors age 60 and older. Specifically, LACCOA evaluates and provides recommendations on the programs and services offered by the Department of Community and Senior Services and provides feedback to the County Area Agency on Aging regarding its implementation of community-based systems and services for seniors in the County Planning and Service Area. The membership of LACCOA is composed of 25 County

Supervisor appointees and 25 internally selected members. At least half of the membership of the Commission should be seniors that are eligible to participate in Older Americans Act programs. Also, the membership of the Commission should contain a variety of individuals with interests in the senior community: representatives of older people; representatives of health care provider organizations (including those that serve veterans); representatives of supportive services provider organizations; persons with leadership experience in the private sector; local elected officials; and the general public.

The current LACCOA is a merger of the Los Angeles County Commission on Aging and the Area Agency on Aging Advisory Council as was recommended from the 2008 Commission Review Report.

**Meetings Held, Attendance, and Vacancy:**
In 2015, there were 11 regular meetings of LACCOA, along with subcommittee meetings. There are currently 3 vacancies noted on the Commissions Roster on the County's website. However, the meeting minutes only record 30-35 member names and there are approximately 25 commissioners that attend the meetings. The 2014 Sunset Review reported that attendance has been unsatisfactory at an average of 58% attendance.

**Activities and Accomplishments:**
The Commission actively represents the interests and concerns of seniors in the County, such as on issues of housing, nutrition, and transportation. The Commission actively participates in public forums and providing recommendations for the Area Agency on Aging's Area Plans. In addition to regular meetings the Commission has 7 subcommittees that meet monthly. The Commission also sponsor Older Adults Recognition Day events.

**Sunset Review Date:**
July 1, 2018

**Conclusion:**
With the current standing committees and a large number of commissioners, we recommend a review of staff resources for the Commission. We also recommend reviewing the current membership of the Commission. Because half of the members are nominated by the Commission itself, there is an uneven representation of commissioners from each District. The interviews with staff and the survey responses of commissioners revealed that there is difficulty in maintaining interest in membership and coming to consensus on issues with a large Commission membership. With 15% of the County's population over the age of 60 (2010 Census) and the older adult population continually growing at a rapid rate, we recommend that LACCOA be maintained as well as provided with the resources needed to be effective.

## PARKS AND RECREATION COMMISSION

| | |
|---|---|
| Number of Members | 5 |
| Number of Board Appointments | 5 |
| Staff | Department – Parks and Recreation |
| Actual 2015/Number of regular meetings/yr | 0/4 |
| Per Diem | $25 |
| Year begun | 1954 |
| State/Federal Mandate | No |

**Mission and Goals:**

The Parks and Recreation Commission is an advisory body responsible for providing recommendations to the County Board of Supervisors, the Director of Parks and Recreation, and other County officers on the acquisition, improvements, and management of County parks, other recreational facilities, recreation programs, and any related recreation matters (with the exception of beaches). The Commission is composed of five Board of Supervisor appointees (one per District).

**Meetings Held, Attendance, and Vacancy:**

In October 2009, the County reduced the number of meetings of the Commission from monthly meetings to quarterly meetings, which was not a recommendation of the 2008 Commissions Review Report. The most recent Sunset Review process in 2015 noted that the attendance for Parks and Recreation Commission has become unsatisfactory, with quorum typically not being met. During of the time of the Sunset Review process, two commissioners had terminal illnesses and were no longer participating but retained their seats. These appointments have since been replaced.

**Activities and Accomplishments:**

The Commission has provided limited input into the activities and the budget of the Department. The most recent Sunset Review process in 2015, noted that activities of the Commission were insignificant.

**Sunset Review Date:**

May 1, 2016

**Conclusion:**

Although the last Sunset Review process noted that the Commission is not effective at meeting its mission, a Parks and Recreation Commission is typically found in many cities and counties in order to provide community input into Parks and Recreation activities, an important jurisdictional responsibility. Commissioners should be able to provide key insights into their community's use of park and recreation activities as well as provide insight into the needs of the community. We found that the Commission has not been well utilized for this purpose. The reduction from monthly to quarterly meetings in 2009 has hindered the ability of the Commission to provide timely recommendations to parks and recreation matters.

In addition, during our Commissions Assessment, we noted two significant issues in the media whereby the Parks and Recreation Commission should have had significant input but were being underutilized[5,6]. One issue was that of the German heritage signage at the Crescenta Valley Park, where the Department of Parks and Recreation requested the Commission on Human Relations to hold public meetings rather than utilizing its own Parks and Recreation Commission. The other issue was that of a defeated Proposition P County Park Bond and its subsequent study in which the Commission should have played a significant role in holding public forums to gather public opinion. In both cases, we believe the Commission has been underutilized.

Parks and Recreation Commissions are commonly found in many communities across the United States to support the local government respond to community needs and therefore we recommend that the Commission be maintained. However, in order to be more effective for the County, we recommend that the Commission be reviewed for additional resources, number of regular meetings, and staffing.

## PROBATION COMMISSION

| | |
|---|---|
| Number of Members | 15 |
| Number of Board Appointments | 15 |
| Staff | Department – Probation |
| Actual 2015/Number of regular meetings/yr | N/A /24 |
| Per Diem | $25 |
| Year begun | 1999 |
| State/Federal Mandate | State |

### Mission and Goals:

The Probation Commission is a State mandated advisory body tasked with providing the County's Chief Probation Officer recommendations on improving the health, safety, welfare, and education of juveniles housed in County correctional facilities. However, the Probation Commission's website states that it is one of the County's oldest Commission, created in 1903 prior to the development of the State mandate. The Commission has the authority to inspect juvenile camps and halls within the county to assure compliance with applicable laws and regulations. Also, the Commission can issue annual reports to the Chief Probation Officer on its evaluations and findings of correctional facilities and their practices. The Commission is composed of fifteen Board appointees.

### Meetings Held, Attendance, and Vacancy:

[5] Mar. 30, 2016. "Jewish Group Says La Crescenta Park Sign Isn't Welcome, Citing Nazi Rallies Held There in 1930s." Los Angeles Times.

[6] May 24, 2016. "After Tax Defeat, L.A. County Approves New Study of Recreation Needs." Los Angeles Times.

Regular meetings are held twice a month, however, attendance is not recorded by the Commission Services Division. From our review of meetings minutes, one meeting did not have quorum. We also noted from interviews and surveys that the Commission was active. There currently are no vacancies.

**Activities and Accomplishments:**
The Commission has been active in providing oversight to probation programs, especially in regards to youth programs. Recent activities include providing recommendations in regards to the past six years of federal monitoring of the juvenile side of Probation, monitoring the implementation of the Probation Department's Strategic Plan including the phasing out of the use of solitary confinement and to reform the use of the Special Housing Units. The Commission has also inspected juvenile camps and facilities.

**Sunset Review Date:**
None

**Conclusion:**
During the Commission Assessment, we became aware of the formation of a Probation Oversight Committee. We recommend that the current goals and objectives of the Commission be reviewed alongside the mission of an Oversight Committee to ensure that the new committee is not duplicating the work of the Commission. The Commission was created to provide oversight to the Probation Department, however, because the Commission is also staffed by the Department, the Commission is hindered in its ability to provide objective oversight, therefore we recommend a review of the staffing resources for the Commission. We also noted possible overlap of activities with the Sybil Brand Commission for Institutional Inspections, both of which currently inspect juvenile camps and facilities.

## PUBLIC HEALTH COMMISSION

| | |
|---|---|
| Number of Members | 5 |
| Number of Board Appointments | 12 |
| Staff | Department – Public Health |
| Actual 2015/Number of regular meetings/yr | 12/12 |
| Per Diem | $25 |
| Year begun | 1964 |
| State/Federal Mandate | No |

**Mission and Goals:**
The Public Health Commission is primarily tasked with providing advice and recommendations to the County Board of Supervisors, the Director of Public Health, and the Chief Deputy of Public Health on all matters related to public health within the County. The Commission reviews the administration and delivery of public health services within the County in addition to the management and response of the County to emerging public

health issues. The Commission also provides critical feedback to the County on the strengths and weaknesses of their public health programs through the public meetings it regularly hosts. Lastly, the Commission conducts studies and provides reports with findings to the Board of Supervisors, the Director of Public Health, and the Chief Deputy of Public Health on any critical public health issues that have come to the attention of the Commission. The five-member commission is comprised of Board appointees from each Supervisorial District that represent the fields of medicine, education, business, women's groups, and municipal government.

**Meetings Held, Attendance, and Vacancy:**

Beginning in January 2015, regular meetings were changed from two meetings per month to one meeting per month with as-needed special meetings. During 2015, the Commission met 17 times. The most recent Sunset Review report did not identify an issue with attendance or vacancies, however, with an average of 2.9 members attending, there was occasionally a lack of quorum.

**Activities and Accomplishments:**

The Commission has been active in providing its recommendations for the newly formed Health Agency. Discussion topics at the Commission include the rise of virus epidemics and environmental health hazards. The most recent Sunset Review report in 2015 stated that the Commission has also worked on issues of dog bites/rabies, water quality testing, and tuberculosis outbreaks among the homeless population.

**Sunset Review Date:**

December 1, 2018

**Conclusion:**

Because public health issues are a constant source of news in Los Angeles County, we recommend that the Commission be maintained. It is important for the Commission to be able to address public health concerns from the community to ensure that the County is also able to respond to the concerns.

## PUBLIC SOCIAL SERVICES, COMMISSION ON

| | |
|---|---|
| Number of Members | 15 |
| Number of Board Appointments | 15 |
| Staff | Executive Director – Department of Public Social Services |
| Actual 2015/Number of regular meetings/yr | 10/12 |
| Per Diem | $25 |
| Year begun | 1977 |
| State/Federal Mandate | No |

**Mission and Goals:**
The Commission for Public Social Services is primarily tasked with providing advice and consultation to the Board and the Director of Public Social Services on any matters pertinent to the provision of Public Social Services in Los Angeles County. Specific duties of the Commission include: reviewing proposed County, State, or Federal legislation and assessing its impact on the provision of social services; conducting public hearings to assess the needs of the community and seek their input on specific issues, programs, and/or policies; and directing studies and making recommendations to the Board and the Director on the efficient and cost effective operations of the Department and the services it provides the County. The fifteen members of this Commission are all appointed by the Board (each making three appointments) and cannot be current employees of the County. In addition, Commission members need to have relevant experience in the management of large private businesses, civic affairs, and/or public charitable activities/organizations. Lastly, one of the three appointees made by the Supervisor serving as Chair of the Commission needs to be welfare recipient or a representative of a welfare rights organization.

**Meetings Held, Attendance, and Vacancy:**
In 2015, 10 meetings were held. The Sunset Review report in 2014 noted that meeting attendance was unsatisfactory. In addition to regular monthly meetings, the Commission also holds several ad hoc meetings. There are no vacancies, however, meeting attendance indicates that two commissioners who were appointed by a former Supervisor, have missed more meetings than the commissioners attended over the past two years.

**Activities and Accomplishments:**
The Commission has provided recommendations to improve policies for those seeking public social services. More specifically, the Commission recently provided recommendations for the County's General Relief Restructuring Plan and homelessness issues. The Commission is also active in advocating for services for the poor and homeless.

**Sunset Review Date:**
November 30, 2017

**Conclusion:**
We recognize the importance of having the public provide recommendations on the public social services available to County residents and recommend that the Commission be maintained. We found that some of the topics overlap with topics of other existing commissions, such as the Veterans Advisory Affairs Commission, the Commission on Human Relations, the Public Health Commission, and the Commission for Children and Families. We recommend that the Executive Director work with other commissions to coordinate discussions on relevant County-wide priorities. We also recommend a review of the number of members, the frequency of regular meetings, and the location of meetings in order to improve attendance and allow them the ability to hold more public forums of public social service users.

## QUALITY AND PRODUCTIVITY COMMISSION

| | |
|---|---|
| Number of Members | 17 |
| Number of Board Appointments | 5 |
| Staff | Executive Director |
| Actual 2015/Number of regular meetings/year | 8/8 |
| Per Diem | $50 |
| Year begun | 1982 |
| State/Federal Mandate | No |

**Mission and Goals:**

The mission of the Quality and Productivity Commission is to "provide advice, innovative ideas, assistance, and support to the County's elected officials, managers, and employees to promote the effectiveness, efficiency, and quality of County public services." To meet this mission, the Commission engages in a variety of activities: provides information and recommendations on the productivity and quality of service of the County to departments directors, managers, and other County officials; develops and presents recommendations for policies and programs to increase the efficiency and effectiveness of the County in delivering services; helps County management in the evaluation of alternative organizational and delivery models and facilitates the transfer of technologies from the private and public sectors to the County; develops proposals and mechanisms to acquire alternative financial resources for County productivity programs and projects; interfaces with the private sector, academia, and experts in the field of productivity; promotes, publicizes, and sponsors County productivity projects and programs; and evaluates and approves projects submitted by County departments for awards of productivity investment fund loans and grants.

The Commission is composed of seventeen members appointed as follows: one by each County Supervisor; ten appointed by the Board of Supervisors, with joint nominations coming from the Chief Executive Officer and the Commission Chairperson; one ex-officio member who is the Executive Secretary-Treasurer of the County Federation of Labor AFL-CIO or his/her designee; and one ex-officio member who is the Chairperson of the Coalition of Los Angeles County Unions.

**Meetings Held, Attendance, and Vacancy:**

There were eight regular meetings of the Commission that met during 2015. There are no vacant seats and the regular meetings are well attended. In addition to regular meetings, the Commission also holds several subcommittees. Members of the Commission also visit County Departments every two years, reviewing technology and other innovative practices of each Department.

**Activities and Accomplishments:**

The Commission is very active in educating and promoting innovative activities in the County Departments. In order to encourage the development of new and innovative ideas and practices for the Departments, the Commission administers a Productivity Investment

Fund. The Commission also holds leadership conferences and award ceremonies for the County government.

**Sunset Review Date:**
December 31, 2016

**Conclusion:**
This Commission encourages the development of innovations in the County and is recommended to be maintained. This Commission is often confused with the Citizen's Economy and Efficiency Commission, which primarily functions as citizen auditors of County services, providing recommendations to cost savings and inefficiencies found within the County. We recommend that both to be maintained as separate commissions.

This Commission is a highly functional citizen advisory commission. There is an Executive Director and two staff that provides support for the commissioners' activities and reports for the Commission. The Board makes direct requests to the Commission and the Commission regularly provides reports to the Board and CEO. Commissioners are able to see their impact on County Departments through their funded projects.

## REAL ESTATE MANAGEMENT COMMISSION

| | |
|---|---|
| Number of Members | 5 |
| Number of Board Appointments | 5 |
| Staff | Department – CEO Real Estate Division |
| Actual 2015/Number of regular meetings/year | N/A ("2 or 3 times a year")/12 |
| Per Diem | $50 |
| Year begun | 1990 |
| State/Federal Mandate | No |

**Mission and Goals:**
The Real Estate Management Commission is an advisory body to the County Board of Supervisors and any affected County entity on matters related to the purchase, sale, lease, exchange, and rental of real property by the County or any public entity in which the Board of Supervisors is the governing body, with the exception of leases and concessions of small craft harbors. In meeting this objective, the Commission reviews and provides advice on real property transactions where the Board of Supervisors or the Chief Executive Officer has requested counsel from the Commission; reviews and provides advice on transactions the Commission has proactively decided to investigate; reviews leases to determine whether such transactions are supported by the Asset Management Principles; and reviews and files reports with the County Chief Executive Officer on all leases with terms of ten years or longer, with exceptions being made for specific types of transactions outlined by the County. The Board of Supervisors appoints five County residents to serve on the Commission (one per Supervisorial District).

**Meetings Held, Attendance, and Vacancy:**
The County Code for the Real Estate Commission states that regular meetings are to occur every third Wednesday of every month. However, the Commission meets approximately 2-3 times a year. Attendance and meeting minutes were not available for review, however there are no reported vacancies.

**Activities and Accomplishments:**
The Commission primarily reviews leases and real estate transactions prior to Board approval. The Commission has been responsible for the removal of costly cancellation clauses and high interest rates on tenant improvements from landlords hidden in lease agreements.

**Sunset Review Date:**
December 31, 2015

**Conclusion:**
We found this Commission to be underutilized and is not meeting its intended purpose. We recommend that the Commission's mission be reviewed since it was established prior to the development of the Real Estate Division in the CEO's Department. Because the Commission meetings are held infrequently, rather than monthly as intended, the Commission is not able to review leases and real estate transactions in a timely manner. However, we believe that having citizen oversight on County real estate transactions, may be helpful to provide additional review to the County on potential unnecessary costs. Several Board members have mentioned that they would like to receive recommendations from the Commission prior to their approval on significant real estate transactions and therefore we recommend a review of the Commission in order to ensure its effectiveness to the County.

## REGIONAL PLANNING COMMISSION

| | |
|---|---|
| Number of Members | 5 |
| Number of Board Appointments | 5 |
| Staff | Department – Regional Planning |
| Actual 2015/Number of regular meetings/year | 34/52 |
| Per Diem | $150 |
| Year begun | 1951 |
| State/Federal Mandate | State |

**Mission and Goals:**
The Regional Planning Commission was created by government Code and is comprised of five voting members appointed by each of the County Supervisors and four non-voting advisory members. The Commission is tasked with preparing, periodically reviewing, and revising, as necessary, the General Plan for the County. It is also charged with implementing the General Plan and reviewing the local public works projects as well as consulting and

advising the County Board of Supervisors, public agencies, and the public on the implementation of the General Plan and any other planning matters.

**Meetings Held, Attendance, and Vacancy:**
Regular meetings are scheduled weekly. However, with meetings typically lasting 3 to 5 hours because it involves public hearings on the projects, the Department of Regional Planning aims to hold meetings twice a month. Because of the number of meetings and the zoning and planning expertise involved, quorum has occasionally become an issue. However, as a high profile commission, vacant seats have not been an issue.

**Activities and Accomplishments:**
The Commission regularly holds public hearings and community meetings on various plans and projects which require special permits and its duty and role are well established. Some recent achievements include the adoption of significant planning initiatives including the North County Los Angeles Specific Plan and the Santa Clarita Valley Area Plan.

**Sunset Review Date:**
None

**Conclusion:**
The Regional Planning Commission is a highly functional commission and we recommend that the Commission be maintained. The commissioners are committed to meeting their responsibilities. The Department of Regional Planning has integrated the Commission as a necessary function of their Department and provides the Commission with the reports and tools that the commissioners need to make decisions on behalf of the County.

## SMALL BUSINESS COMMISSION, LOS ANGELES COUNTY

| | |
|---|---|
| Number of Members | 20 |
| Number of Board Appointments | 20 |
| Staff | Executive Director – Department of Consumer and Business Affairs |
| Actual 2015/Number of regular meetings/yr | 2/4 |
| Per Diem | None |
| Year begun | 1999 |
| State/Federal Mandate | No |

**Mission and Goals:**
The Los Angeles County Small Business Commission is responsible for providing advice and support to the County Board of Supervisors and the Department of Consumer and Business Affairs to help small businesses grow and do business with the County. In particular, the Commission monitors and evaluates the progress and implementation of the "Bold Steps Forward" initiative for improving the County's procurement practices. As part of its duties, the Commission produces annual reports and presents them along with any

recommendations to the Board of Supervisors and the Director of the Department of Consumer and Business Affairs. The Commission is composed of twenty members appointed by the Board (four per Supervisor) that are residents of the County and that represent the broad interests of the business community.

**Meetings Held, Attendance, and Vacancy:**
Regular meetings of the Commission are held quarterly with additional subcommittees meetings. A few commissioners, especially those appointed from prior Supervisors, have poor attendance records. There are no vacancies.

**Activities and Accomplishments:**
In January 2015, the Commission was transferred from the responsibility from the Internal Services Department to the Department of Consumer and Business Affairs. Meetings have included discussions on minimum wage and job growth and its effect on small businesses in the County. The Commission is also working towards moving the County's goal 25% of the purchasing contracts to be awarded to small businesses, from the current 2% use of small businesses.

**Sunset Review Date:**
April 30, 2019

**Conclusion:**
From our interview with the Executive Director and the survey to commissioners, the Commission is reported to be improving under the new direction of an Executive Director with the Department of Consumer and Business Affairs. During the process of moving the responsibilities for the Commission from the Internal Services Department to the Department of Consumer and Business Affairs, the sunset review process for the Commission was changed from June 30, 2013 to April 30, 2019 and therefore has not undergone a sunset review process since May 2011. While we recommend the Commission to be maintained, we also recommend that the Commission be reviewed prior to the next scheduled sunset review in order to ensure that the Commission is meeting its goals and objectives.

## SMALL CRAFT HARBOR COMMISSION

| | |
|---|---|
| Number of Members | 5 |
| Number of Board Appointments | 5 |
| Staff | Department – Beaches and Harbors |
| Actual 2015/Number of regular meetings/yr | 6/12 |
| Per Diem | $25 |
| Year begun | 1995 |
| State/Federal Mandate | No |

**Mission and Goals:**
The Commission makes recommendations to the Department of Beaches and Harbors and to the Board of Supervisors regarding policies and procedures regarding Marina del Rey and Playa Del Rey including the planning, financing and development of the small craft harbor and recreational areas, the management and operation of small craft harbor properties, the adequacy of rules and regulations, prices of goods and services, and other matters.

**Meetings Held, Attendance, and Vacancy:**
In 2015, six (6) regular meetings were held. Attendance has not been an issue, although one member has a poor attendance record. There are no current vacancies.

**Activities and Accomplishments:**
The activities of the Commission meetings include hearing updates and reports about activities in Marina Del Rey, including reports on new developments, marina boating activity, and leases. The public is allowed and encouraged to comment and participate on agenda items.

**Sunset Review Date:**
December 31, 2015

**Conclusion:**
The intended mission of the Commission is to provide recommendations on the policies and procedures for the planning, financing, and development of Marina Del Rey and Playa Del Rey. However, in addition to discussing development activity and boating activity in Marina Del Rey, the meeting minutes reflect the Commission's current function as community meetings for Marina Del Rey, primarily discussing upcoming events and issues of traffic, safety, etc.

The sunset review is in process for the Commission. However, we found that the mission of the Commission has strayed from its original intent for approving developments and leases for the Harbor. We recommend that the Commission merge with the Beach Commission as a Beaches and Harbors Commission which would be aligned with the full range of activities of the Department.

## SMALL CRAFT HARBOR DESIGN CONTROL BOARD

| | |
|---|---|
| Number of Members | 5 |
| Number of Board Appointments | 5 |
| Staff | Department – Beaches and Harbor |
| Actual 2015/Number of regular meetings/yr | 10/12 |
| Per Diem | $25 |
| Year begun | 1961 |
| State/Federal Mandate | No |

**Mission and Goals:**
The Design Control Board (DCB) was created in 1961 to review and approve the architectural design and arrangement of facilities constructed in Marina del Rey. The DCB ensures that all redevelopment, renovations and any exterior modifications are in accordance with the standards for Marina del Rey. This review is completed prior to any application for development being submitted to the Department of Regional Planning for case processing.

**Meetings Held, Attendance, and Vacancy:**
In 2015, 10 regular meetings of the DCB were held. The most recent Sunset Review report completed in December 2014 found that attendance was satisfactory. There are no vacant seats.

**Activities and Accomplishments:**
The DCB provided regular recommendations on redevelopment, renovations, and exterior modifications. A majority of the recommendations from 2015 included minor changes to signage, exterior lighting, and painting. In addition, the DCB were also provided updates of ongoing events and activities in Marina Del Rey.

**Sunset Review Date:**
March 31, 2019

**Conclusion:**
We found that a majority of the projects discussed were primarily about minor renovations and we question the need to have a DCB designated for minor changes to signage, lighting, and painting when the Department of Regional Planning could use established design standards for Marina Del Rey to approve or disapprove the planned changes. In addition, many of the staff reports are generally about Marina activities and events outside the purpose of the DCB. We found that some of the application decisions were subjective and did not adhere to documented design standards developed for Marina Del Rey, creating a difficult business environment for Marina Del Rey. We recommend that the current design standards for the Marina Del Rey be reviewed. Once set design standards are documented and approved, the DCB should be reviewed to determine if its mission is still necessary.

## SYBIL BRAND COMMISSION FOR INSTITUTIONAL INSPECTIONS

| | |
|---|---|
| Number of Members | 10 |
| Number of Board Appointments | 10 |
| Staff | Commission Services Division |
| Actual 2015/Number of regular meetings/yr | 42/50 |
| Per Diem | $50 |
| Year begun | 1959 |
| State/Federal Mandate | No |

**Mission and Goals:**
The Sybil Brand Commission for Institutional Inspections is tasked with conducting once-a-year inspections of all jails, lockups, juvenile camps, and probation or other types of correctional facilities to evaluate the effectiveness and efficiency of their administration, their cleanliness, and the discipline and comfort of their inmates. The Commission may conduct additional inspections of correctional facilities as necessary to properly ascertain their conditions or as directed by a Judge of the Los Angeles Superior Court. The Commission is composed of ten Board appointees (two per Supervisor) and the County Sheriff and the Chief Probation Officer as ex-officio members.

**Meetings Held, Attendance, and Vacancy:**
Regular meetings for the Commission are held weekly. In 2015, 41 meetings were held. As the Commission members are an active group, attendance did not seem to be an issue. There is currently one vacancy and one commissioner has been absent for the majority of the meetings the last two years and should be considered for replacement.

**Activities and Accomplishments:**
Commissioners meet to discuss their findings on inspections of group homes and other correctional facilities that the commissioners had completed during the week. The Commission primarily provides comments on the physical environment, but it has also uncovered issues of inhumane treatment. In addition to regular meetings, the Commission has subcommittee meetings and are also active in producing reports for the Board.

**Sunset Review Date:**
October 1, 2017

**Conclusion:**
While this Commission is active and submits biannual reports to the Board, interviews with Board offices and Departments led to mixed reviews of the work of the Commission. It was also noted several times that the mission of this Commission was outdated. When the Sybil Brand Commission was established, it served to fill a gap for regular institutional inspections at a time when the County did not regularly conduct institutional inspections. Since then, County Departments and services have been created to provide regular inspections of County facilities and County contracted facilities and group homes. Current County Departments that duplicate inspections of the institutional facilities with the Sybil Brand Commission include the Auditor-Controller's Office which conducts onsite inspections during financial audits, the Department of Children and Family Services, and the Probation Department. In addition, the State now oversees lockups at the County Courthouses and the Sheriff's Department has a Citizen's Oversight Committee to inspect the County's jail facilities. We noted that annual reports from the Commission have developed into a report every two years without reporting any significant findings of inspections. Because we found the mission of the Commission to be outdated, we recommend that the Sybil Brand Commission for Institutional Inspections be sunset.

## VETERAN'S ADVISORY COMMISSION, LOS ANGELES COUNTY

| | |
|---|---|
| Number of Members | 10 |
| Number of Board Appointments | 10 |
| Staff | Executive Director – Department of Military and Veterans Affairs |
| Actual 2015/Number of regular meetings/yr | N/A /12 |
| Per Diem | $25 |
| Year begun | 1973 |
| State/Federal Mandate | No |

**Mission and Goals:**

The Los Angeles County Veterans' Advisory Commission is an advisory body that consults with and makes recommendations to the Department of Military and Veterans Affairs and the County Board of Supervisors on all matters concerning veterans in the County. Also, the Commission serves as a means for communication between the veteran community and the County. The membership of the Commission is composed of ten appointees made by the Board (two from each of the Supervisorial Districts). The Commission should reflect a representative body of veterans from all the branches of the military and from different service periods.

**Meetings Held, Attendance, and Vacancy:**

Meetings are supposed to be held monthly. However, meeting minutes and attendance records for most of 2014 and 2015 were not available. There are no current vacant seats.

**Activities and Accomplishments:**

The activities of the Commission include receiving reports from the Department of Military and Veterans Affairs as well as ongoing activities of Veteran groups from around the County. The Commission has also helped in supporting initiatives for Veterans such as Homes for Heroes and other housing programs for veterans and the Culinary Arts Program. The Commission has also participated in organizing the 70th Anniversary of the WWII Event.

**Sunset Review Date:**

None

**Conclusion:**

We recommend that the Commission develop its own goals and objectives that are in line with the Board's initiatives, such as the Homelessness Initiative, as well as the Department's goals and objectives. We noted that the Veteran's Commission has been discussing public social services for veterans with the Commission on Public Social Services. The Board should encourage this type of joint collaboration with other commissions on issues of joint interest.

## WOMEN, COMMISSION FOR

| | |
|---|---|
| Number of Members | 15 |
| Number of Board Appointments | 15 |
| Staff | Commission Services Division |
| Actual 2015/Number of regular meetings/year | 11/24 |
| Per Diem | $25 |
| Year begun | 1975 |
| State/Federal Mandate | No |

**Mission and Goals:**

The Los Angeles County Commission for Women represents the special interests and concerns of women of all races, ethnic and social backgrounds, religious convictions, sexual orientations, and social circumstances. The primary duties of the Commission are to: investigate and study instances of prejudice against people based on sex, marital status, or sexual preference; produce and disseminate research and information in the field of gender discrimination; recommend procedures, programs, and legislation to promote equal opportunities for all women; coordinate the activities of community groups and organizations working to advance the rights of women; and submit an Annual Report to the Board of Supervisors on the Commission's activities. Each County Supervisor nominates three members to the Commission for Women so that the 15-member board is reflective of the diversity of women found in the County and embodies a spectrum of knowledge, experience, and leadership abilities in the areas of women's rights, sex discrimination, and community engagement.

**Meetings Held, Attendance, and Vacancy:**

The Commission held monthly meetings and attendance does not seem to be an issue. There are currently no vacant seats.

**Activities and Accomplishments:**

Although the Commission is past due on its Sunset Review process, the Commission is actively involved in promoting Women's events and awarding scholarships to women in the County. The Commission also has participated in the development of reports on the County's employment of women and gender equality as well as the use of women on County commissions. Activities of the Commission in 2015 include receiving reports on the Integrated Health Agency.

**Sunset Review Date:**

December 1, 2013 (Past due)

**Conclusion:**

The 2008 Commissions Review Report found that the Commission's activities were not well aligned with its original mission and objective, which is to study and investigate instances of discrimination against women. However, we found the Commission to be active and the Board appears to rely on the Commission to develop recommendations related to women's

issues. We recommend that the Commission be reviewed for its staffing as well as missions and goals to reflect its current needs and priorities. As there is a national network of Commission for Women from other jurisdictions, we recommend that the Commission be maintained.

## C. Additional Commission Information

Additionally, while we did not provide individual assessments of all of the commissions, boards, and committees, during the course of our research, we were made aware of a few issues.

FINDING #11: *Some Administrative Appeals Boards have been dormant for some time.*

Through responses to Commissioner surveys and information provided by the Department of Public Works, we found that the following Appeals Boards have many vacant seats and have not convened for some time:

- Board of Examiners of Plumbers and Gas Fitters
- Building Board of Appeals
- Engineering Geology and Soils Review and Appeals Board
- Water Appeals Board
- Solid Waste Facilities Hearing Board

RECOMMENDATION #20: *Review Administrative Appeals Boards that have not been utilized for possibility of disbanding.*

We did not provide individual assessments beyond the citizen advisory commissions. These Boards have no Sunset Review date and have not been reviewed since their formation. We recommend conducting a more in depth investigation to see if these boards are necessary. We also recommend leaving seats vacant until a time it may be necessary to convene them.

## VI. DEVELOPING A CITIZEN ADVISORY COMMISSION POLICY

Our assessment of the County's commissions focused on the 37 citizen advisory commissions that have been established to advise the Board and the Departments. We found that there is great diversity in the organization and role of citizen advisory commissions in the County. We noted that some commissions are highly valued by the Board and are often called upon to provide recommendations to the Board. These commissions typically have an Executive Director, analysts and administrative staff, per diems, and funds and/or grants to carry out programs. They provide regular reports to the Board and communicate with the Board offices as needed. Board Deputies are highly aware of the ongoing activities of these commissions. The commissioners are dedicated to the County and provide hours of voluntary service to serve on their commission. Some of the commissioners are highly experienced in their fields of expertise while others are well connected with their community.

Other commissions are underutilized by the County. The commissions meet and exist with minimal staff services. With unclear goals and limited leadership, some commissions have developed their own roles for the County. Despite the Board's development of new priorities or ad hoc initiatives that intersect with a commission's Department or subject area, some commissions are not responsive to the County's priorities or initiatives. Instead, new ad hoc committees are formed (often with different memberships) even though the new committees may overlap with the mission of existing commissions. While many of these commissions have been long established in the County, we believe that all of the citizen advisory commissions should serve a purpose for the County or otherwise be disbanded if the Board and the Departments do not find the commissions to be useful.

In order to provide more clarity to the role and purpose of the commissions and add consistency to the citizen advisory commissions in the County, we recommend that policies and procedures be set up to guide existing citizen advisory commissions and as well as guide the development of future commissions. We recommend that the Board, along with the Executive Office of the Board, Chief Executive Officer, and County Counsel, define its desired role for the citizen advisory commissions. Defining the role for the citizen advisory commission includes determining the type/level of advice; the staffing levels and organization; and reporting requirements from citizen advisory commissions.

RECOMMENDATION #21: *Develop a County policy to define the role of citizen advisory commissions.*

The County is in an optimal place to provide a consistent definition of the role of citizen advisory commissions. As the governance of the County is in the midst of a major transition with two Board members and a newly adopted County governance structure (July 2015 County Governance Report), the current Board has inherited the current commission structure and is in a position to remedy some of the areas in which the commission structure

is not enhancing the Board's ability to govern. Since the Board values public participation, the Board should utilize this opportune time to enhance the effectiveness of the citizen advisory commissions. In this report, we have broken down the role of the citizen advisory commission into three primary areas in which the Board can determine the level of commitment they desire from the commissions: type of advice and/or oversight; staffing and organization; and reporting and communication.

## I. Type of Advice and/or Oversight

The Board should determine the type of advice they seek from commissions. Citizen experts as part of citizen advisory commissions can be used to enable the five-member Board to improve its financial and policy oversight over Departments and specific areas in the County. Would the Board benefit from increased oversight of Departments and budgets? If so, Department and program budgets should be regularly reviewed by the relevant commission to determine if there is proper and adequate spending over certain services and provide their advice to the Board prior to the Board making decisions that affect the County.

However, if the Board decides that the role of the citizen advisory commissions should not be fiscal or policy oversight of the Departments or subject matter, there are other forms of advice such as assisting the Board and the Departments in planning efforts or approving new programs. Should the commissions assist in providing advice and recommendations to current planning and programming efforts of the Department and subject areas? Should the commissions review all of the new programs before coming to the Board? The Board can determine which forms of advice would be most useful in their governance.

## II. Staffing and Organization

The Board should reconsider the staff required for citizen advisory commissions. Currently, minimum level of staffing of commissions includes non-specified administrative personnel assigned to commissions from the Commission Services Division and/or a Department. Many of these are commissions are "unbudgeted," often placing a mandated burden on Departments/Divisions. Other commissions/committees have high levels of staff resources which includes an Executive Director along with several management analysts, as well as administrative staff to support the commission. Our observations and surveys found that commissions supported with only administrative staff are less effective in the commission's ability to provide recommendations to the Board and/or their Departments, having the smallest budgets. We recommend that citizen advisory commissions be staffed by an Executive Director in order to provide adequate leadership, direction, and communication for the commission. Other staff appointments should be considered for individual commissions, depending on the type of research and coordination necessary for the commissions to carry out their mission and goals. However, in lieu of an Executive Director, an appointed staff liaison could be sufficient to provide support to the commission.

We also recommend that the Executive Office of the Board be given the authority to provide management oversight to the 37 citizen advisory commissions. Along with assigning an Executive Director or staff liaison for each of these commissions, it would also give the Executive Office of the Board the ability to ensure that Board's appointed citizen commissioners are being utilized for their intended purposes. Currently, the Executive Office of the Board, Commission Services Division provides general administrative support services to commissioners and commissions, as well as organizes the information of all commissions, boards, and committees for County without management oversight of citizen advisory commissions. The result of the limited management oversight is that many of the commissions are no longer meeting their intended mission.

An alternative to the Executive Office of the Board providing management oversight would be to give the authority of management oversight to Departments. An example would be that citizen advisory commissions such as the Mental Health Commission, Emergency Medical Services Commission, Hospitals and Health Care Delivery Commission, Commission on HIV, Public Health Commission, and Commissions on Alcohol and Other Drugs would report to a commission division of the Health Agency. This commission division would ensure that all of the commissions are providing regular reports to the Board and are meeting their intended purpose.

A third alternative would be to continue the decentralized support of the citizen advisory commissions, allowing them to be staffed by Departments and the Commission Services Division with limited management oversight of the commissions. With this option, the effectiveness of the commission is often determined by the Department, staff appointments to the commission, and the appointed commissioners. This is the current structure of the citizen advisory commissions and is not recommended.

### III. Reporting and Communication

The Board should consider the type of reporting/communication they would like to have from commissions. We recommend that at a minimum, the commission should provide an annual report to the Board offices in order to summarize their collective activities and allow for reflection of specific annual goals and objectives. This report could be presented annually at a Board meeting, allowing for the Board to comment and/or provide alternative goals to allow for alignment with the Board's goals and initiatives. This would ensure that the citizen advisory commissions are being used effectively to provide recommendations to the Board's priorities and interests.

We recommend that minimum reporting requirements should be established in order to utilize the advice of citizen advisory commissions. A high level of communication with the commissions would be to have Board Deputies regularly participate and attend commission meetings to be fully up to date with commission activities and discussions, however, the Board may find this difficult without adding Board Deputies to their staff. A moderate level

of communication would be to have the Executive Director of each commission regularly meet and provide reports to the Board offices and Department Heads.

At minimum, we recommend that each of the commission provides annual reports to the Board offices. In addition, the Board Deputies should meet with their appointed commissioners and attend one commission meeting a year as prescribed in the report. We believe this would ensure the commissions and commissioners are not underutilized. Otherwise we recommend that the commission be sunset since it is effectively no longer serving the purpose of providing advice to the Board.

The policy framework for defining citizen advisory commissions is summarized in Table VI-1 below. We believe that public participation is necessary for any government and that public participation is particularly important to aid a five-member Supervisorial Board in governing over 10 million residents and managing a $28 billion budget. Effective public participation through the County's citizen advisory commissions will allow for more of the County's voices and subject matter experts to be heard and thereby improve County services and policies. We hope the recommendations contained in this report will clarify the role of public participation and better support the Board in the governance of Los Angeles County.

**Framework for Defining the County's Citizen Advisory Commissions**

| I. Type of Advice | II. Staffing and Organization | III. Reporting and Communication |
|---|---|---|
| Quasi-judicial/Policy and fiscal oversight | Executive Director/centrally organized by Executive Office of the Board | Deputies regularly participate and attend meetings |
| Planning efforts | Staff Liaison/designate reporting to various Departments | Executive Director or staff liaison regularly reports to Board offices |
| New programs | Commission Services Division/Departmental support staff | Commissions provide annual reports |

Table VI-1
Options for Definitions of the County's Citizen Advisory Commissions

# Appendix A
## County of Los Angeles
## Commission Assessment Review
### *List of Interviews*

| Board of Supervisors | Type | Commissions/Subject Discussed | Notes |
|---|---|---|---|
| Supervisorial District 1 Office | Phone | | 1 person |
| Supervisorial District 2 Office | Phone | | 2 people |
| Supervisorial District 3 Office | In Person | | 1 person |
| Supervisorial District 4 Office | In Person | | 4 people |
| Supervisorial District 5 Office | In person and phone | | 7 people<br>7 interviews |
| **Departments** | | | |
| Auditor-Controller, Audit Division | In Person | • Sunset Reviews | 4 people |
| Beaches and Harbors | In Person | • Beach Commission<br>• Small Craft Harbor Commission<br>• Small Craft Design Control Board | 4 people |
| Chief Executive Office | In person and phone | • Emergency Preparedness Commission for the County and Cities of Los Angeles<br>• Policy Roundtable for Childcare and Development<br>• Quality and Productivity Commission<br>• Real Estate Management Commission | 4 people,<br>4 interviews |
| Children and Family Services | In person and phone | • Commission for Children and Families | 5 people,<br>3 interviews |
| Community and Senior Services | In Person | • Commission for Human Relations<br>• Los Angeles County Commission for Older Adults<br>• Workforce Development Board | 4 people |
| Consumer and Business Affairs | In Person | • Consumer Affairs Advisory Commission<br>• Small Business Commission | 1 person |
| Executive Office of the Board of Supervisors | In Person | • Commission Services Division | 6 people |
| Fire | In Person | • Independent Citizens' Oversight Committee Proposition E Service Tax | 3 people |
| Health Agency | In Person | • Emergency Medical Services Commission<br>• Hospitals and Healthcare Delivery Commission<br>• Mental Health Commission<br>• Public Health Commission | 1 person |
| Health Services | In Person | • Emergency Medical Services Commission<br>• Hospitals and Healthcare Delivery Commission | 4 people |
| Mental Health | In Person | • Mental Health Commission | 1 person |
| Military and Veterans Affairs | In Person | • Veterans Advisory Commission | 2 people |
| Museum of Natural History | In Person | • Board of Governors of the Department of the Museum of Natural History | 1 person |
| Parks and Recreation | In Person | • Board of Governors, County Arboreta and Botanic Gardens<br>• Parks and Recreations Commission | 3 people |
| Probation | In Person | • Probation Commission<br>• Sybil Brand Commission | 1 person |
| Public Health | In Person | • Public Health Commission<br>• Commission on Alcohol and Other Drugs<br>• HIV Commission | 2 people |
| Public Library | In Person | • Library Commission | 1 person |

| | | | |
|---|---|---|---|
| Public Social Services | In Person | • Commission for Public Social Services | 2 people |
| Public Works | In Person | • Accessibility Appeals Board<br>• Aviation Commission<br>• Board of Examiners of Plumbers and Gas Fitters<br>• Building Board of Appeals<br>• Building Rehabilitation Appeals Board<br>• Engineering Geology and Soils Review and Appeals Board<br>• Highway Safety Commission<br>• Solid Waste Management Committee<br>• Water Appeals Board | 2 people |
| Regional Planning | In Person | • Regional Planning Commission | 1 person |
| Sheriff's Department | In Person | • California Identification (Cal-ID) Board | 2 people |
| Los Angeles County Arts Commission | Phone | • Arts Commission | 1 person |
| Executive Directors | | | |
| Children and Family Services Commission | Phone | | 1 person |
| Citizen's Economy and Efficiency Commission | Phone | | 1 person |
| Civil Service Commission | Phone | | 1 person |
| Countywide Criminal Justice Coordination Committee | Phone | | 1 person |
| Domestic Violence Council | Phone | | 1 person |
| First 5 LA | Phone | | 1 person |
| HIV, Commission for | Phone | | 2 people |
| Housing Commission | Phone | | 1 person |
| Native American Indian Commission | Phone | | 1 person |

## Appendix B

### 2016 LA County Commissioner Survey

The County of Los Angeles has contracted with Arroyo Associates, Inc. to provide an assessment of the function of the County Commissions as it relates to the July 2015 County Governance Report. The County is also interested in developing an overall assessment of County Commissions. We are interested in soliciting an opinion of your commission's mission and goals. We will look to the survey response as a way to gather information to strength the value of the commission and the roles and responsibility of the Commissioners that serve the County.

Thank you for participating in our survey. A self addressed stamped envelope has been included for your response. Please **mail your response by February 26, 2016** in order to ensure that your response is included in our analysis for the 2016 Assessment of the Los Angeles County Commissions.

1. What is your name?

   _____

2. What is the name of your Commission or Committee?

   _____

3. How long have you been a Commissioner for this Commission? (Please check)

   - ☐ Less than one year
   - ☐ More than 1 year – less than 2 years
   - ☐ More than 2 years – less than 5 years
   - ☐ More than 5 years – less than 10 years
   - ☐ 10 or more years

4. What is the role your Commission plays in the County? Mark all that apply.

   - ☐ Advise on policy of the County/Department
   - ☐ Advise on day to day operations of the County/Department
   - ☐ Other role (please specify):

5. Please give an example of how your Commission has been able to advise the County/Department.

6. How often do you communicate with your Supervisor's office about your Commission?

   - ☐ One or more times a month
   - ☐ 2 - 4 times per year
   - ☐ Annually
   - ☐ One when important issues arise. Note approximate times per year: ____

7. Has your Commission been able to provide support on ad hoc initiatives that have emerged from the Board on critical issues?

   - ☐ Yes
   - ☐ No

   Why or why not?

8. From your perspective, what is the mission of your Commission?

9. Does your Commission develop specific goals for itself?

- ☐ Yes.
- ☐ No.
- ☐ I don't know.
- ☐ Not applicable.

If yes, what are some key goals of your Commission?

10. Describe some key achievements or accomplishments by your Commission over the past few years.

# Appendix C
## County of Los Angeles
## Commission Assessment Review
### *List of Commissioner Survey Responses*

| Commission | Type | Responses |
|---|---|---|
| Alcohol and other Drugs, Commission on | Online | 1 |
| Alcohol and other Drugs, Commission on | Mail | 2 |
| Arboreta and Botanic Gardens, Board of Governors, County | Online | 1 |
| Arts Commission | Online | 2 |
| Arts Commission | Mail | 1 |
| Assessment Appeals Board | Online | 4 |
| Aviation Commission | Online | 3 |
| Aviation Commission | Mail | 1 |
| Beach Commission | Online | 5 |
| Building Board of Appeals | Mail | 1 |
| Building Rehabilitation Appeals Board | Mail | 1 |
| Childcare and Development, Policy Roundtable for | Online | 2 |
| Children and Families, Commission for | Online | 5 |
| Citizen's Economy and Efficiency Commission | Online | 3 |
| Civil Service Commission | Online | 1 |
| Civil Service Commission | Mail | 1 |
| Community Action Board | Online | 1 |
| Consumer Affairs Advisory Commission | Online | 2 |
| Convention Center Authority Commission | Mail | 1 |
| Courthouse Corporation | Online | 1 |
| Disabilities, Commission on | Online | 1 |
| Economic Development Corporation, Los Angeles | Online | 1 |
| Education, Los Angeles County Board of Education | Online | 1 |
| Emergency Medical Services Commission | Online | 2 |
| Engineering Geology and Soils Review and Appeals Board | Online | 2 |
| Engineering Geology and Soils Review and Appeals Board | Mail | 2 |
| First 5 LA | Mail | 1 |
| Highway Safety Commission | Online | 2 |
| Highway Safety Commission | Mail | 1 |
| Historical Landmarks and Records Commission | Online | 1 |
| HIV, Commission on | Online | 1 |
| Human Relations, Commission on | Online | 1 |
| Human Relations, Commission on | Mail | 1 |
| Hospitals and Health Care Delivery Commission | Online | 2 |
| Information Systems Commission | Online | 2 |
| Interagency Council on Child Abuse and Neglect (ICAN) | Online | 1 |
| Law Enforcement Public Safety Facilities Corporation | Online | 1 |
| Library Commission | Online | 1 |
| Library Commission | Mail | 1 |
| Little Lake Cemetery District | Online | 1 |
| Native American Indian Commission, Los Angeles City-County | Online | 2 |
| Natural History Museum, Board of Governors of the Department of | Online | 2 |
| Insurance Commission | Online | 1 |
| Mental Health Commission | Online | 4 |
| Older Adults, Los Angeles County Commission for | Online | 3 |
| Older Adults, Los Angeles County Commission for | Mail | 1 |
| Parks and Recreation Commission | Online | 1 |
| Probation Commission | Online | 5 |

| | | |
|---|---|---|
| Public Health Commission | Online | 2 |
| Public Social Services Commission | Online | 6 |
| Quality and Productivity Commission | Online | 3 |
| Real Estate Management Commission | Online | 1 |
| Regional Planning Commission | Online | 1 |
| Retirement, LACERA Board of | Online | 1 |
| Small Business Commission | Online | 3 |
| Small Business Commission | Mail | 1 |
| Small Craft Harbor Design Control Board | Online | 1 |
| Veterans Advisory Commission | Online | 1 |
| Water Appeals Board | Mail | 1 |
| Wilmington Cemetery District | Online | 2 |
| Women's Commission | Online | 1 |
| Workforce Development Board | Online | 2 |

Appendix D
Sample Administrative Manual

## County of Los Angeles

# CONSUMER AFFAIRS ADVISORY COMMISSION

## Commissioner Administrative Manual

*The purpose of the Consumer Affairs Advisory Commission is to provide advice, recommendations, and analysis to the Director of Consumer Affairs and the Board of Supervisors on consumer needs and interests, consumer outreach and education, and Department programs and procedures.*

# *Outline*

## I. Introduction

Overview ..... 4
Mission and Purpose ..... 4
History of the Commission ..... 5

## II. Commission Members

Commissioner Membership ..... 6
General Rules of Conduct ..... 6
Commissioner Responsibilities ..... 7

## III. Commission Meeting Procedures

Correspondence with Commissioners ..... 8
Commission Meeting Schedule ..... 9
Meeting Rules and Procedures ..... 9
Teleconferencing ..... 10
Agenda ..... 10
Motions ..... 11
Debate ..... 12
Voting ..... 13
Closed Sessions ..... 13
Quorum ..... 14
Public Comment ..... 14
Minutes ..... 15

## IV. Selection of Officers and Subcommittees

Selection of Commission Chair and Vice-Chair ..... 16
Subcommittees ..... 16
Standing Subcommittees ..... 16
Ad Hoc Subcommittees ..... 17

## V. Commission Administration

Commission Staff Responsibilities ..... 18
Commissioner Business Cards ..... 18
Communication with the Media and Other Organizations ..... 19

## VI. Other Policies and Procedures

Conflict of Interest ..... 20
Acceptance of Gifts ..... 21
Commissioner Orientation ..... 21

County Policy of Equity Training ..... 21

## VII. Appendix

Consumer Affairs Advisory Ordinance ..... 24
Consumer Affairs Advisory Commission Ordinance ..... 26
Consumer Affairs Advisory Commission Roster ..... 30
Consumer Affairs Unit Description ..... 32
Consumer Affairs Organization Chart ..... 33
Consumer Affairs Contacts ..... 34
County Policy of Equity (Sexual Harassment) ..... 35
Brown Act Requirements ..... 42
Robert's Rules of Order Summary ..... 51