



County of Los Angeles
CHIEF EXECUTIVE OFFICE

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May 12, 2009

ADOPTED

BOARD OF SUPERVISORS
 COUNTY OF LOS ANGELES

17 JUNE 9, 2009

The Honorable Board of Supervisors
 County of Los Angeles
 383 Kenneth Hahn Hall of Administration
 500 West Temple Street
 Los Angeles, CA 90012

Sachi A. Hamai
 SACHI A. HAMAI
 EXECUTIVE OFFICER

Dear Supervisors:

**LOS ANGELES COUNTY COMMISSION, COMMITTEE, AND
 BOARD/AUTHORITY REVIEW AND RECOMMENDATIONS
 (ALL DISTRICTS – 3 VOTES)**

SUBJECT

This letter recommends that your Board: receive and file a report prepared by Arroyo Associates, Inc. on County commissions, committees and boards/authorities; approve recommendations in the report to sunset 11 advisory bodies that have disbanded or no longer meet; adopt an ordinance placing an annual, rather than monthly, ceiling on compensation for the Quality and Productivity Commission; direct that commission, committee, and board/authority sunset reviews resume; and that further consideration be given to other proposals in the report with resulting recommendations forwarded to your Board as appropriate.

IT IS RECOMMENDED THAT YOUR BOARD:

1. Receive and file the report prepared by Arroyo Associates, Inc. titled, "County of Los Angeles Commission, Committee and Board/Authority Review," (Commissions Report), dated November 12, 2008, with the exception of recommended action on the recommendations referenced below.
2. Approve in part Recommendation No. 15 in the Commissions Report, and accordingly adopt and direct the Chairman to sign the ordinance amending Title 3 - Advisory Commissions and Committees of the Los Angeles County Code allowing the County of Los Angeles Quality and Productivity Commissioners to

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receive compensation based on an annual maximum amount of \$2,400, effective immediately.

3. Approve Recommendation No. 22 in the Commissions Report to remove the following 10 commissions, committees, and boards/authorities from the County of Los Angeles Committee Book due to long-term inactivity:
 - Clean Fuel Program Technical Review Committee
 - Interdepartmental Coordination Group
 - Interim Planning Agency for the San Fernando Valley Transportation Zone
 - License Appeals Board
 - Local Suppression of Drug Abuse in Schools Advisory Committee
 - Los Angeles County Hazardous Waste Management Advisory Committee
 - Los Angeles County Health Facilities Authority Commission
 - Los Angeles County Task Force on Children and Youth Physical Fitness
 - Los Angeles Solid Waste Authority Commission
 - Traffic Reduction and Free Flow Interagency Committee
4. Approve, in part, Recommendation No. 28 and sunset the Risk Management Advisory Committee due to low attendance and County's existing internal risk management capability and expertise.
5. Direct the Auditor-Controller and the Executive Office, Board of Supervisors to resume all commission, committee, and board/authority sunset reviews; consider recommendations in the Commissions Report that may strengthen the sunset review process; and consider information provided in the Commissions Report relative to specific bodies being reviewed consistent with the periodic sunset reviews.
6. Direct the Chief Executive Officer, Executive Officer of the Board of Supervisors, and Auditor-Controller to continue reviewing and analyzing the remaining recommendations for financial and structural feasibility and to forward any additional recommendations to your Board as appropriate.

PURPOSE/JUSTIFICATION OF RECOMMENDED ACTION

At the request of the Chief Executive Office (CEO) and as referenced in the May 2007 report to the Board on the new CEO governance structure, the Auditor-Controller hired a consultant, Arroyo Associates, Inc. (Arroyo), to review 95 County commissions. Arroyo's review (Commissions Report) included evaluating current commissions for redundancy or overlap, the feasibility of merging or disbanding commissions, and allowing for changes in commission membership and commissioner compensation. The review also evaluated the adequacy of the current commission sunset review process.

Finally, the study focused on whether or not organizational changes were needed to align the County commission structure with the CEO governance model. The Commissions Report contains 18 findings and 28 recommendations (see attached list of recommendations). Via a December 19, 2008 memorandum, the Auditor-Controller forwarded the Commissions Report to your Board, indicating that this Office would review the Commissions Report and provide recommendations.

The Commissions Report provides some useful information on the background, mission and activities of County commissions, committees, and boards/authorities, and identifies important policy and procedural issues which bear consideration. Some recommendations address accountability, efficiency and effectiveness among commissions and potential strategies for improved commission/committee orientation and support. However, we do not recommend moving forward on most recommendations at this time, particularly those involving 1) potential increases in compensation, and 2) implementation of a new organizational infrastructure for managing these bodies, as the County is facing financial constraints on its budget.

These and other recommendations would require an intensive amount of dedicated resources and potential increase in costs at a time of severely strained County fiscal resources. Further, any recommendations that could impact the important direct reporting relationship between commissions and your Board need more in-depth and careful analysis and stakeholder discussion. Other recommendations, such as standardizing procedures, developing an annual self-evaluation process, and the disbanding of duplicative commissions may have merit but bear further analysis and discussion with stakeholders. Accordingly, after review and analysis of the Commissions Report, we advise your Board to adopt three recommendations from the Commissions Report (two in part), and to make two other related directives as outlined below. These recommendations will support your Board's role and responsibility to encourage public involvement and expertise through these commissions that assist in serving our community.

1. We believe your Board should receive and file the Commissions Report, including its recommendations, except for those noted below for action.
2. (Recommendation No. 15 [partial]) Modify the Quality and Productivity Commission (QPC) Commissioners' Compensation to an *annual* maximum amount of \$2,400 from a *monthly* maximum amount of \$200, resulting in no added annual cost. Attached is an ordinance amending Title 3 – Advisory Commissions and Committees of the Los Angeles County Code, relating to the QPC regarding the maximum annual compensation that a commission member may receive.

In August 2006, the QPC requested the Audit Committee to encourage commissioner participation by increasing the maximum annual compensation amount. The recommended ordinance amendment would not increase annual

compensation, but would allow for flexibility and variation when meetings are scheduled and required. It would also address the changing scope of the QPC requiring members to attend more meetings per month than originally intended. Other commissions with similar monthly limits may request such flexibility and should be given consideration on a case-by-case basis.

3. (Recommendation No. 22) Remove 10 Commissions and Committees from the County Committee Book because they have already disbanded or not met for long periods of time (see first ten bodies listed below). As further detailed in the Commissions Report, these inactive commissions have met either their original intent or are no longer of foreseeable use to the County.
4. (Recommendation No. 28 [partial]) Of the four bodies recommended for disbanding, sunset the Risk Management Advisory Committee (No. 11, below). According to the Commissions Report, and as further reviewed by this Office, this body has very low attendance, a number of vacancies, primarily only receives reports, and is no longer necessary since the County has developed its internal risk management capability and expertise.

COMMISSIONS, COMMITTEES, OR BOARDS/AUTHORITIES RECOMMENDED FOR ELIMINATION
1. Clean Fuel Program Technical Review Committee
2. Interdepartmental Coordination Group
3. Interim Planning Agency for the San Fernando Valley Transportation Zone
4. License Appeals Board
5. Local Suppression of Drug Abuse in Schools Advisory Committee
6. Los Angeles County Hazardous Waste Management Advisory Committee
7. Los Angeles County Health Facilities Authority Commission
8. Los Angeles Solid Waste Authority Commission
9. Los Angeles County Task Force on Children and Youth Physical Fitness
10. Traffic Reduction and Free Flow Interagency Committee
11. Risk Management Advisory Committee

5. Resume the Auditor-Controller and Executive Office, Board of Supervisors sunset review process including the evaluation of factors such as mission consistency and relevancy, meetings held, member attendance, accomplishments and results, objectives met and resources used. Consistent with the periodic sunset reviews,

consideration should be given to information provided in the Commissions Report relative to specific bodies being reviewed.

6. Consider the financial and structural feasibility of remaining recommendations in the Commissions Report and forward any further recommendations to your Board as appropriate.

The Chief Executive Officer and Executive Officer of the Board of Supervisors, in conjunction with the Auditor-Controller, will continue reviewing the other recommendations in the Commissions Report, and forward those that would increase commission accountability, effectiveness and efficiency to your Board as appropriate.

Please note the following actions which have already been taken regarding other recommendations in the Commissions Report:

- As part of the 2009-10 Proposed Budget presented to your Board by this Office on April 21, 2009, we recommended approving the consolidation of the Los Angeles County Commission on Aging with the Area Agency on Aging Advisory Council (Recommendation No. 26 in the Commissions Study).
- On November 12, 2008, your Board approved the Treasurer and Tax Collector's recommendation to disband the Treasury Oversight Committee (one of the bodies recommended for disbanding in Recommendation No. 28 of the Commissions Report).

FISCAL IMPACT/FINANCING

There is no fiscal impact associated with these recommendations. As noted, the recommendation to place an *annual* rather than *monthly* cap on compensations for QPC members should not result in additional cost.

FACTS AND PROVISIONS/LEGAL REQUIREMENTS

Government Code Title 3, 31000.2 authorizes the Board of Supervisors to provide for the payment of reasonable and necessary expenses and special allowances such as meeting stipends to members of commissions, boards or committees appointed by them. In 1981, the Board of Supervisors approved an Ordinance providing that QPC members receive \$50 for attendance at commission, committee or sub-committee meetings, or for attending other approved activities on behalf of the commission, not to exceed four meetings per month. The proposed change, placing an annual rather than monthly limit, would allow for more flexibility in scheduling meetings based on need and workload.

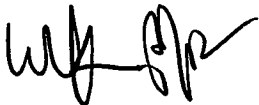
IMPACT ON CURRENT SERVICES (OR PROJECTS)

Eliminating 11 inactive or ineffective commissions improves the County's accountability, effectiveness and efficiency of operations, and decreases the need for additional staff support and dedicated resources.

The recommendation to convert the monthly maximum amount of QPC commissioner compensation to an annual maximum benefits the County's operations by increasing flexibility and efficiency. The proposed change enhances QPC commissioner participation and involvement in QPC programs and activities. Further, the change also recognizes the value of QPC commissioners' contributions which encourages greater opportunities to enhance countywide quality and productivity.

Continuing the current commission sunset review process enhances the administrative oversight process and improves commission relevancy and accountability.

Respectfully submitted,



WILLIAM T FUJIOKA
Chief Executive Officer

WTF:ES:MKZ
RW:ef

Attachments (1)

**County of Los Angeles
Commission, Committee, and Board/Authority Review
Summary of Recommendations**

#	Recommendation	Page	Assigned Responsibility	Anticipated Costs and Benefits	Task Implementation Timeframe
1	Redefine the role and responsibility of the County government to the Commissions, and establish a minimum and uniform level of service to all Commissions and their members.	18	Executive Office of the Board and Chief Executive Office, in coordination with the Board of Supervisors	Cost: Staff time to meet, discuss and define criteria. Benefit: Clarification of roles and responsibility, and improved service level to Commissions.	3 months
2	Define the criteria for what constitutes as a commission, board, committee, or council.	21	Executive Office of the Board, Chief Executive Office, and Board of Supervisors	Cost: Staff time to meet, discuss, and define criteria. Benefit: Establishment of standard policies and procedures available for easy reference for all staff and Board offices.	3 months
3	Assign staffing and other resources to effectively centralize comprehensive administration, management and oversight of all Commissions under the Chief Executive Office and Executive Office of the Board.	32	Board of Supervisors	Cost: Staff time to organize assignments. Future staff time to administer, manage, and oversee Commissions. Benefit: Improved coordination, overall management and oversight of Commissions.	6 months
4	Assign appeals- and policy-oriented Commissions to the Executive Office of the Board, and operations- and administrative-related Commissions to the Chief Executive Office.	32	Board of Supervisors	Cost: Staff time to organize assignments. Benefit: Improved coordination, overall management and oversight of Commissions.	6 months
5	Assign to the CEO the primary responsibility for developing and leading a plan to implement the recommendations in this report, and to evaluate the impact of these recommendations on all Commissions in the County.	33	Board of Supervisors	Cost: Additional staff time and resources to assume new responsibilities. Benefit: Development of an implementation plan, and clear roles and responsibilities.	3 months

**County of Los Angeles
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Summary of Recommendations**

#	Recommendation	Page	Assigned Responsibility	Anticipated Costs and Benefits	Task Implementation Timeframe
6	Assign to the CEO and Executive Office of the Board the task of evaluating the remaining Commissions and determine to whom they should be assigned for oversight and support.	33	Board of Supervisors	Cost: Additional staff time and resources to assume new tasks and responsibilities. Benefit: Development of clear roles and responsibilities.	3 months
7	Develop policy that requires all new Commissioners attend the New Commissioner Orientation within the first year of his/her term.	35	Board of Supervisors	Cost: Staff time to organize and conduct New Commissioner Orientation Benefit: Improved Commissioner expectations, knowledge and participation in Commission activities.	6 months
8	Develop a consolidated County webpage with all necessary Commission-related forms, materials, data and information.	36	Executive Office of the Board	Cost: Staff time to develop and maintain County webpage. Benefit: Improved internal and public access to, and knowledge of Commission functions and responsibilities.	6 months
9	Incorporate a training component into the New Commissioner Orientation on the County's emphasis on service integration and coordination, as well as the desire for more accountability and demonstrated effectiveness.	36	Chief Executive Office and Executive Office of the Board	Cost: Staff time to organize and conduct training component. Benefit: Greater accountability and attention to strategic goal setting and execution.	6 months
10	Establish policy that requires a Commission vacancy to be filled within one year from the date it becomes officially vacant.	36	Board of Supervisors	Cost: Staff time to develop and enforce policy. Benefit: Decreased number and length of vacancies. Improved quorum and attendance trends.	6 months

**County of Los Angeles
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11	Establish policy that requires the Executive Office of the Board to post vacancies online and provide instruction to potential or interested candidates on application policy and procedures.	36	Board of Supervisors	<p>Cost: Staff time to update, develop and maintain County webpage.</p> <p>Benefit: Improved internal access to, and knowledge of open positions. Decreased number and length of vacancies.</p>	3 months
12	Using an application process, establish a centralized database of candidates available for membership nomination.	37	Executive Office of the Board	<p>Cost: Staff time to develop and process applications. Create and maintain database.</p> <p>Benefit: Decreased number and length of vacancies. Increased efficiency in identifying potential Commission members.</p>	6 months
13	Develop a policy that provides for a standard minimum compensation for all Commission members.	39	Board of Supervisors	<p>Cost: Staff time to develop and implement compensation policy. Financial costs of compensating Commissioners.</p> <p>Benefit: Increased attendance results in improved quorum trends that allows for more frequent Commission actions. Uniformity of policies and procedures contributes to increased efficiency and transparency.</p>	6 months
14	Develop a policy in which any request for a change in a Commission's compensation should be addressed in the annual self-evaluation report, and would be reviewed and evaluated by the Audit Committee.	39	Executive Office of the Board, Chief Executive Office, and Board of Supervisors	<p>Cost: Staff time review and generate recommendations.</p> <p>Benefit: Standardization of procedures results in increased efficiency and transparency.</p>	6 months

**County of Los Angeles
Commission, Committee, and Board/Authority Review
Summary of Recommendations**

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15	For Commissions that include a monthly maximum of compensated meetings, the County should convert this maximum to an annual basis.	39	Board of Supervisors	Cost: Staff time to transfer methodology used for measuring maximum compensation levels. Benefit: Standardization of procedures results in increased efficiency and transparency.	3 months
16	Establish a standard policy and procedure for the recording of meeting attendance and absences, as well as develop a standardized form that reflects this new policy and procedure.	42	Executive Office of the Board, Chief Executive Office, and Board of Supervisors	Cost: Staff time to develop policy and procedure and template. Benefit: Uniformity of policies and procedures contribute to increased efficiency and transparency. Improved record keeping for data analysis purposes.	6 months
17	Implement or enforce the existing attendance policy that removes a Commissioner after three consecutive unexcused absences and automatically declares the position vacant.	42	Board of Supervisors	Cost: Staff time to develop and enforce policy. Benefit: Increased attendance results in improved quorum trends that allows for more frequent Commission actions. Uniformity of policies and procedures contributes to increased efficiency and transparency.	6 months
18	Establish clear policies and procedures surrounding the assignment of sunset dates, and the conducting of sunset reviews and/or similar scheduled audits.	45	Board of Supervisors	Cost: Staff time to establish policies and procedures. Future staff time to conduct sunset and/or similar scheduled audits. Benefit: Standardization of procedures results in increased efficiency and transparency. Improved record keeping for data analysis purposes.	6 months

**County of Los Angeles
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Summary of Recommendations**

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19	Implement a program to conduct a sunset review or similar audit for one-fourth or one-fifth of all Chapters 1 and 4 Commissions each year; and ensure appropriate resources are available to the departments assigned to conduct the reviews.	45	Board of Supervisors	Cost: Staff time to create and conduct sunset and/or similar audits. Benefit: Standardization of procedures results in increased efficiency and transparency. Improved record keeping for data analysis purposes.	12 months
20	Consider providing resources for contracted auditing services to assist the Auditor-Controller Department in the conducting of sunset reviews of more Commissions.	45	Auditor-Controller Department	Cost: Financial resources to hire outside auditors to conduct sunset and/or similar audits. Benefit: Additional Commissions are audited regularly. Increased efficiency and transparency.	12 months
21	Develop a process in which Commissions annually provide to a centralized entity self evaluation reports that describe and demonstrate how their activities helped them achieve their stated mission, and delineate measurable objectives for the upcoming year..	46	Executive Office of the Board and Chief Executive Office	Cost: Staff time to develop and enforce process and generate template form or guidelines. Benefit: Standardization of procedures results in increased efficiency and transparency. Increased goal setting and execution and utilization of available resources. Improved record keeping for data analysis purposes.	6 months
22	Eliminate inactive Commissions that have served their intended purposes and are now without any foreseeable use or purpose to the County.	48	Board of Supervisors	Cost: Staff time to eliminate Commissions. Benefit: Decreased consumption of resources and increased accuracy of County Commission activity.	3 months

County of Los Angeles
Commission, Committee, and Board/Authority Review
Summary of Recommendations

#	Recommendation	Page	Assigned Responsibility	Anticipated Costs and Benefits	Task Implementation Timeframe
23	Establish policies and procedures that identify inactive Commissions and evaluate and determine whether they should be eliminated or disbanded.	50	Board of Supervisors	Cost: Staff time to establish policies and procedures. Future staff time to evaluate Commissions. Benefit: Decreased consumption of resources for eliminated Commissions and increased accuracy of County Commission activity.	6 months
24	Determine whether Commission factsheets accurately reflect County ordinances and board orders.	51	Executive Office of the Board and Chief Executive Office	Cost: Staff time to conduct evaluation. Benefit: Increased likelihood that commission activities are synchronized with stated mission and objectives.	6 months
25	Develop clear policy and process for the review of requests for modifying stated Commission duties, goals and objectives.	51	Board of Supervisors	Cost: Staff time to establish policies and procedures. Future staff time to evaluate Commissions. Benefit: Increased accuracy of County Commission activity, and improved accountability.	6 months
26	Consider merging the Commission on Aging and the Area Agency on Aging Advisory Council into one advisory Commission.	55	Board of Supervisors	Cost: Staff time to consider merger and to establish new guidelines for Commission. Benefit: Decreased consumption of resources. Increased Commission effectiveness and efficiency.	6 months

**County of Los Angeles
Commission, Committee, and Board/Authority Review
Summary of Recommendations**

#	Recommendation	Page	Assigned Responsibility	Anticipated Costs and Benefits	Task Implementation Timeframe
27	Consider merging the Commission on Alcoholism with the Narcotics and Dangerous Drugs Commission.	57	Board of Supervisors	<p>Cost: Staff time to consider merger and to establish new guidelines for Commission.</p> <p>Benefit: Decreased consumption of resources. Increased Commission effectiveness and efficiency.</p>	6 months
28	Discontinue the 4 Commissions identified in the report.	58	Chief Executive Office and Executive Office of the Board	<p>Cost: Staff time to review the identified Commissions, and take necessary steps to disband, if necessary.</p> <p>Benefit: Increased Commission accountability, effectiveness and efficiency.</p>	12 months

ORDINANCE NO. _____

An ordinance amending Title 3 – Advisory Commissions and Committees of the Los Angeles County Code, relating to the Quality and Productivity Commission regarding the maximum annual compensation that a commission member may receive.

The Board of Supervisors of the County of Los Angeles ordains as follows:

SECTION 1. Section 3.51.100 is hereby amended to read as follows:

3.51.100 Compensation.

Commission members shall receive compensation of \$50.00 for attendance at commission, committee or subcommittee meetings, or for attending other approved activities on behalf of the commission. Such compensation shall not exceed ~~\$200.00 per member in any single month.~~ \$2400.00 annually per member. The member authorized to preside at meetings of the commission under the commissions rules or regulations is authorized to approve attendance at such other activities.

[351100RGCC]

ANALYSIS

This ordinance amends Title 3 – Advisory Commissions and Committees of the Los Angeles County Code, relating to the Quality and Productivity Commission, Section 3.51.100 - Compensation. Currently, the County Code allows commission members to receive compensation of \$50 for attendance at commission, committee or subcommittee meetings, or for attending other approved activities on behalf of the commission, up to a maximum of \$200 each month. This amendment changes the maximum from \$200 per month to \$2400 per year.

RAYMOND G. FORTNER, JR.
County Counsel

By


RICHARD GIRGADO
Deputy County Counsel
Government Services Division

RG:sc

[Requested 1/22/09]

FACTS AND PROVIDISIONS/LEGAL REQUIREMENTS

Attachment 1 amends Title 3, Section 3.51.100 Compensation – Advisory Commissions and Committees of the Los Angeles County Code, relating to the Quality and Productivity Commission regarding the maximum annual compensation that a commission member may receive.